

THE IMPORTANCE OF TRAINING AND EMPLOYEE DEVELOPMENT FOR ORGANIZATIONAL EFFICIENCY

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Abstract: *Given the growing importance and role of human resource management, it is necessary to underline the importance of training and continuous development of employees for organizational development. When it comes to the claim that the employee is the most important resource of a company, it is necessary to actively study the scientific spheres that with their ideas and discoveries can contribute to improving all aspects of the work process. Training is one of the steps in this process, and their successful mastering is a prerequisite for achieving the principle of efficiency. The scientific goal of this research is the scientific description and scientific explanation of the elements, functional factors, and steps necessary for the improvement of the employed staff, with a special emphasis on their training and development in a given social context. The social goal of this research is to present the role and importance of the development and training of employees, as well as the usefulness of the existence of these methods and instruments for human resource management and organizational development in general, on the example of the conducted research.*

Key words: *employee / training / development / organization / human resources management.*

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INTRODUCTION

The use of the term human resource management is considered to be relatively recent, and is mentioned in the literature in the late 1980s. However, the concepts of human resource management have been discussed before. In the 1960s, Likert advocated a transition from "human relations" to "human resources" and emphasized their importance to the organization. Maslow's contribution is also significant, which is reflected in the notion of "enlightened management", which emphasizes the value that people represent as a resource and their importance for achieving comparative advantage (Wilson, 1999).

From its inception, the notion and theory of human resource management (HRM) have met with much criticism and denial. While for some human capital is the main driving force of the organization, for others the introduction of the concept of managing it, the employee is reduced to the level of a machine (Stanković et al., 2018). Nevertheless, this concept is accepted by many theorists who deal with it, but also in practice in which a large number of companies use the principles of HRM in order to improve the results in market competition. It is considered that employees are the ones who can make a difference, especially if we take into account the existence of an increasing share of services in relation to the production of goods in market flows. Kotler (2000) speaks in favor of that, referring to the participation of services in the world market, while in the USA the ratio between the production of goods, on the one hand, and service activities, on the other hand, is as high as 30% : 70%. Every employee has an important role, regardless of the position he is in within the business hierarchy, and the ultimate goal of business and a prerequisite for making a profit is customer satisfaction.

In order for an organization to implement its goals, it needs successful management. All decisions made regarding employees' decisions that affect the workforce concern human resource management. However, all segments that managers deal with are interconnected (Bernardin & Russell, 2007). Managers are the ones who are in charge of putting goals into practice. On the other side, they are the ones who have the function of "bringing the right people to the right places". By monitoring the way of work, evaluation, reward system, adequate training and, above all, selection of candidates, human resources management has an important role in keeping the business entity competitive (Jolović, 2019). Depending

on the size of the business entity, the hierarchy and management structure may vary - from a very complex and branched structure, where more people perform different activities, to small businesses in which these different activities are distributed, to only one or a few people.

If we start from the assumption that the company is a business entity established with the aim of achieving and maximizing profits, it further implies the implementation of a series of activities in the direction of achieving the set goal. Successful coordination of all subsystems and activities is necessary for one organization to function and last in the market competition. The concepts of efficiency, productivity, adaptation to change and participation in their creation are closely related to the term organizational development. Through this process, the organization needs to create effective responses to social change. It is certain that both organizational development and human resource management have the same goals, which in essence relate to the long-term well-being of the organization.

LITERATURE PREVIEW

Training and development belong to the domain of establishing and maintaining knowledge and skills based on organizational and employee needs (Bernardin & Russell, 2007). Apart from the fact that the employee needs to be trained and introduced into the work system, it is equally important to adapt him/her to the environment and the environment in the company. Each employee is a unique individual, with specific personal characteristics that distinguish him/her from others. Therefore, not every employee will go through the same path of adapting and developing their knowledge and skills (Anwar & Abdullah, 2021).

Boljanović-Đorđević (2018) stated that it is necessary to adapt training and development methods to different types of personalities, while preparing and adapting them all to the organization in order to apply knowledge in the most productive way in the shortest possible time. Accordingly, the training implies not only learning the methods and techniques by which employees will perform work tasks, but also the processes of socialization and orientation, i.e. the process of adequate and successful habituation of employees to the work environment and

organizational system as a whole (Al-Kassem, A. H., 2021). However, the question arises whether in the practice of multinational companies there is room to adapt all employees based on their personality types? In addition, the speed of change significantly affects the practices of individuals, as well as the processes and work procedures themselves (Hasan et al., 2020). In that sense, it is necessary to balance the findings of scientific studies and achievements with situations in practice, which may depend on the type of production / service activity, the size of the organization, its structure, etc. The human resources' strategy is an essential part of corporate strategy, since it has been contributing to the systematically managed organization development (Vrchota & Rehor, 2019).

Length of employment, i.e. the intention to change the working environment of the employed staff, concerns both some - employees and others - employers. Looking at things from the employer's perspective, the departure of an employee from the company creates additional costs for the organization and its budget. According to the results of about thirty case studies conducted between 1992 and 2007, it is assumed that turnover and replacement of employees increase business costs by an average of 21% of the employee's annual salary (Center for American Progress, 2012). In companies with a large number of employees that fluctuate, this represents a fairly large total cost. These costs are reflected in reduced productivity with the departure of the employee, the cost of hiring and training a new employee, and reduced productivity until the new employee fully masters the necessary skills (Nguyen and Duong, 2020).

It is equally important to prepare the new employee for work tasks, as well as for the environment, norms and values that prevail in the organization. New environment, way of working, mastering the means of work, complexity of work, associates, procedures etc. are all aspects of work that need to be adapted as soon as possible (Omar & Mahmood, 2020). Simultaneous adjustment of employees to the way of work and social context, i.e. organizational culture, is necessary in order to successfully overcome potential difficulties, feelings of anxiety and obstacles in the way of communication.

METHODOLOGY

A questionnaire, by definition, is a form of help when scientific explanations are sought in writing (Milić, 2014). Using this non-experimental method, notifications are obtained without the mediation of an interviewer. The advantages of surveying, i.e. the use of questionnaires, are diverse. First of all, the questionnaire is used when it is necessary to create original information for specific scientific needs and goals. It represents one of the most important means of active creation of original scientific data about people and society. In addition, the use of questionnaires has the task of facilitating increased systematicity in data collection. In this way, one can easily get data on past events, but also on expectations and plans, which greatly influence current events and which, must not be isolated in any way, because they are a significant indicator of social phenomena. The speed of data collection is also an important aspect to consider when conducting research, and this method enables relatively fast collection of necessary data. The written questionnaire also ensures the anonymity of the respondents as well as the discretion of the data.

When it comes to the shortcomings of this method, they are reflected in the sincerity and accuracy of giving answers, which can be questionable. The time dimension represents both an advantage and a disadvantage of this method. Although information regarding past and future events is important and relevant for the present, when it comes to the former, it can be forgotten, which directly affects the accuracy and truthfulness of the given statements, and the results. Another shortcoming is the physical absence of the interviewer, who could clarify the ambiguities regarding the questionnaire if needed.

Hypothesis

Given the advantages and disadvantages of this method, the written questionnaire proved to be suitable for examining the practices, experiences and attitudes related to the training of employees in the organization. The research was conducted on the basis of the established founding hypothesis (H0) as well as three auxiliary hypotheses (H1 – H3).

H0: A prerequisite for achieving continuous and successful development of a modern organization is investing in the training and development of its employees.

H1: The Human Resources Department actively participates in organizational development.

H2: The predominant method of employee training is on-the-job training.

H3: Feedback on employee performance is an important prerequisite for implementing adequate training methods.

The aim of this questionnaire is to confirm or refute the set hypotheses based on the answers of the respondents. The obtained data were first classified and then analyzed using the IBM SPSS® platform. The questionnaire is divided into two parts. The first relates to general data on respondents, the second to issues related to on-the-job training of respondents and their attitudes regarding training and development within the company. When answering, the respondents were able to comment on the grades on a scale from 1 to 5, where 1 indicates the lowest and 5 the highest grade.

Research sample

This section presents a sample of respondents by different types of classifications (gender, age, education and work experience), whose importance is reflected in the validity of data obtained by research, and later by giving scientific and social contribution. At the beginning of the discussion of the results obtained by this research, a review was made of the observations regarding the specifics of individual categories. First of all, it should be noted that the majority of respondents are male (65%), while 35% of respondents are female.

Table 1. *Number of respondents by gender*

Gender	Respondents	%
Male	34	65.4
Female	18	34.6
Sum	52	100

Source: Authors' research

The results obtained in the previously conducted research indicate the perspective structure of the age pyramid of employees. The largest number of respondents is in the age range of 20 to 30 years (32 respondents of both sexes). It is followed by employees older than 30 and younger than 41 years of age (10 respondents), then older than 40 and younger than 51 years of age (6 respondents), and finally only 4 respondents older than 51 years of age. This age pyramid of employees enables adequate transfer of experience and knowledge of older colleagues in the team, but also requires continuous and sustainable training of young people in accordance with modern principles of lifelong learning.

Table 2. *Distribution of respondents by age*

Age Distribution	Respondents	%
20 – 30	32	61.5
31 – 40	10	19.2
41 – 50	6	11.5
51 +	4	7.8

Source: Authors' research

According to the sample of respondents, the largest part is with secondary education (54%). This is followed by employees with completed undergraduate or vocational studies (31%). The least number of employees have completed master's academic studies (15%). The level of education is certainly not a key qualification, but, as it has already been pointed out, it is a good knowledge of foreign languages or working on a computer.

Table 3. *Distribution of respondents according to the level of education*

Completed Education	Respondents	%
High School	28	53.8
Bachelor Degree	16	30.8
Master or Ph.D. Degree	8	15.4

Source: Authors' research

When it comes to the work experience of the respondents, it can be said that in accordance with the previously presented age pyramid, most employees fall into the category with 2 to 5 years of work experience, both in the NCR Company and in total. The least employees are with 11 or more years of work experience.

Table 4. *Years of Service*

Years	Respondents (years of service in total)	Respondents (years of service in NCR)
0 – 1	8	20
2 – 5	26	28
6 – 10	14	2
11+	4	2

Source: Authors' research

It should also be noted that four respondents in this sample are employed in North America and these employees have worked in the NCR for more than 10 years, taking into account that this company has been operating on the Serbian market only since 2011.

The analysis of the results obtained in the research enabled the adoption of concrete conclusions regarding the theoretically covered topic of training and development, and thus providing scientific and social contribution to the development of the importance of the human resources sector within medium and large organizations.

The research was conducted using the questionnaire method, which was divided into a given sample at the end of the article. The sample consists of 52 employees within one of working teams at the NCR Company in Serbia, whose headquarters are in Belgrade. The research was conducted in July 2020. NCR started its business in Serbia in 2011, and today about 10% of the total number of NCR employees work in Belgrade, which speaks of a suitable strategic location for development, improvement and innovation in the field of providing technical support to clients around the world. In addition, this is the employer that recorded the largest increase in the number of employees in Serbia in previous years. The General Manager of NCR Serbia points out that today more than 100 teams deal with solving various technical challenges.

RESULTS AND DISCUSSION

Reliability Analysis

At first, our idea was to examine the reliability of the data, using the Cronbach's Alpha Reliability Analysis. The results show the reliability and consistency between variables (Table 5), which have grouped items according to auxiliary hypothesis: Organizational Development (H1), On the Job Training (H2), and Feedback (H3). The α values 0.810, 0.714, and 0.837 based on Standardized Items show high consistency and reliability. We have confirmed the previous results of Shaheen et al. (2013) who had obtained α values of more than 0.700.

Table 5. *Reliability Analysis of Variables (Cronbach's Alpha)*

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Organizational Development	0.795	0.810
On the Job Training	0.411	0.714
Feedback	0.840	0.837

Source: Authors' research

Organizational Development (H1)

All respondents answered affirmatively to the question "Does your company have a sector that deals with human resources?", and on a scale of 1 to 5, 61.5% of respondents rated the work of this service as completely satisfactory, while only 4% of respondents gave a negative assessment. The fact that this organization employs thousands of people was enough to assume the existence of the human resources sector at the very beginning, which was confirmed in this research. The need to coordinate different activities requires the existence of a fragmented management system. The satisfaction of the respondents with the work of this service is a good indicator of its activity and work, and in general its existence within an organization that employs such a large number of people in Serbia, indicates a movement towards following world trends in

this area.

Given the age structure of respondents, 23% of respondents participated in a particular training program once or twice (more precisely 15% once and 8% twice), which is an acceptable figure, given that this group of respondents spent up to one year, that is, between 2 and 5 years in this company. The other 40 respondents (73%) participated in a particular training program more than twice. The fact that most of the respondents participated in a training program several times may speak in favor of the existence of continuous training, improvement and adaptation to change. The company's leaders are aware of the importance of investing in learning and training programs, which can be seen from these data.

On the Job Training (H2)

In the section on formal and informal training methods, we highlighted the importance of the combined method, as the best way to overcome the shortcomings of both methods. In addition, the combined method in this case speaks in favor of the use of both traditional and technology-based methods, i.e. relying on the advantages of both types. The combined method was highlighted as the most commonly used training method for all respondents, with 29% of respondents emphasizing the formal method as predominantly applicable, while 71% of respondents spoke in favor of the predominance of the informal method during training.

An interesting, but also very important fact, is that all respondents pointed out that teaching is the most common method of training, followed by on-the-job training and e-learning. Audio-visual techniques are less represented, while case studies are the least represented in training programs. Judging by the answers of the respondents, the method of group building and simulation are training methods that are not yet represented in the training programs of this company. We can assume that the last two methods do not represent a suitable form of implementing knowledge in this area.

Almost a half of the respondents (48%) believe that the employer invests sufficient funds in techniques and methods of training and development of employees, 17% of respondents believe that this is not the case, while 35% of respondents do not have an opinion on this issue. This data can be viewed as a good indicator of the relationship between employees and the

human resources sector, and top management indirectly. We believe that this attitude is also useful when it comes to employee motivation, which affects overall efficiency and productivity. Also, 43 respondents (83%) rated the training programs in which they participated as completely satisfactory and their usefulness in a specific job. However, what may be somewhat worrying is the fact that 33% of respondents believe that these training programs are not conducted continuously in their workplace, and 21% of respondents do not have an opinion on this issue. While almost half of the respondents believe that the training programs are conducted sufficiently continuously, the fact that others do not have a position on this issue, or do not agree with it, can open directions for further research on this phenomenon. They can raise issues of shortcomings in the training and development programs themselves, as well as their frequency.

The question "What types of training are held other than the initial one" was answered by 24 respondents, i.e. all those who answered affirmatively to the previous question regarding the continuous implementation of on-the-job training. Their responses mainly related to training on data protection, safety at work and environmental protection, training on compliance with codes of ethics related to business. Part of this group (60%) pointed out that the so-called additional training, i.e. additional training for work in certain applications, if the team leader deems it necessary.

Feedback (H3)

As evaluation and feedback on employee performance are very important processes and information for the employer but also for the employee, part of the questionnaire also covered this area. Moreover, 77% of respondents, or 40 of them, answered affirmatively to the question "Has your performance in the workplace been evaluated by superiors?", and the rest answered that they have no opinion on this issue (23%), while no negative answers were recorded. It is necessary to point out that the respondents who did not have an opinion on this issue have been employed in this organization for less than a year, and that this can explain such an attitude. Given that a positive answer to this question is a precondition for answering the next two, the sample of respondents was immediately narrowed to 40, and 87.5% of respondents said that

according to their knowledge, the evaluation is conducted more than twice a year, and 12, 5% to be assessed once a year. This result indicates the essence, which is that relatively often the evaluation of the work of employees is conducted due to the importance of feedback, which is crucial in planning and organizing certain types of training or specific in-service training.

All respondents indicated that they receive feedback on the evaluation of their work and performance in the workplace, and 89% of them also answered positively that they were referred for additional training, in case their work was assessed as unsatisfactory. Feedback is an important parameter of satisfaction and success of adaptation, and it is necessary to be mutual. The importance for managers is reflected in the ability to adapt training programs, but also orientation and socialization. Feedback of employees also indicates the speed and direction of adaptation, and progress.

Finally, 73% of respondents believe that training providers are competent enough to conduct and organize professional training, 17% of them have a negative attitude on this issue, while 10% refrain from expressing their views. A positive attitude towards the performance of people who conduct trainings is a good indicator of complementarity between the training of employees and management, which must be simultaneously trained in the direction of new changes. The importance of conducting training at all levels has already been emphasized, which has largely proved to be accurate in this case.

Correlation Analysis

After a closer data review it has been confirmed a very strong correlation between the variables. Table 6 shows that the correlation is significant and positive, according to the scale values which were used by Schober et al. (2018). The correlation values among Organizational Development and On the Job Training, as well as among Feedback and On the Job Training are moderate (0.541 and 0.545 respectively). On the other hand, the correlation between Organizational Development and Feedback is very strong (0.992).

Table 6. *Correlation Analysis*

	OD	OJT	F
Organizational Development	1	0.541**	0.992**
On the Job Training	0.541**	1	0.545**
Feedback	0.992**	0.545**	1

** Correlation is significant at the 0.01 level (2-tailed)

Source: Authors' research

Linear Regression Analysis

The results presented in Table 7. show that the value of R value of R^2 implies that 20.6% variation in Organizational Development is caused by the OJT training method. The F-value (12.995) in this case, implies that the model possesses significant overall strength, which ensures the correctness model. β coefficient implies that OJT causes 45.4% positive variation in Organizational Development, that is t (3.605) as well as $p < 0.001$. On the other hand, the results are more significant: the value of R value of R^2 implies that 90.6% variation in Organizational Development is caused by Feedback ensured by the employer during the evaluation process. F-value is even stronger (480.769), which confirms the model's correctness. Furthermore, Feedback causes 95.2% positive variation in Organizational Development ($t = 21.926$ and $p < 0.000$), which is shown at β coefficient.

Table 7. *Linear Regression Analysis*

Variables	R	R^2	F-value	β	t	Significance
On the Job Training → Organizational Development	0.454	0.206	12.995	0.454	3.605	0.001
Feedback → Organizational Development	0.952	0.906	480.769	0.952	21.926	0.000

Source: Authors' research

CONCLUSION

After elaborate research, an analysis of the obtained results was performed, on the basis of which conclusions can be reported, but also the accuracy of previously set hypotheses can be considered.

If we pay attention to the first, auxiliary hypothesis (H1), which refers to the active participation of the human resources sector in organizational development, it can be concluded that the obtained results fully confirm it. Analyzing the answers to questions 6, 7, 8, 9, 12, 13, 14, 15 and partly to question 10 (answers are relevant only in the part related to the formal way of training), it is concluded that the human resources sector has a very important role in the development and training of employees, i.e. that the methods and ways of conducting planned trainings enhance the performance of employees, which encourages organizational development, sustainable progress and continuous adaptation to current trends and labor market conditions. This confirms that the human resources sector in this organization not only has an administrative function, but also an operational role, which is reflected in the business success and progress of the organization itself. It also confirms the premise of the movement of organizations in Serbia in the direction of trends that are represented in Europe, and which concern HRM. It is a good indicator of the movement of transformation in the direction of proven methods of organizational development. Although placed in a specific context, this research opens opportunities for further research on this topic, in connection with the transformation of the market in Serbia.

The second, auxiliary hypothesis (H2), concerning on-the-job training (OJT) as the predominant training method, has not been confirmed. Based on the analysis of the answers to questions 9, 10 and 15, it is concluded that on-the-job training is a very common method of employee training, but that in terms of frequency, the teaching method prevails. The high prevalence of both methods indicates a combination of formal and informal methods, so we can conclude that in this case they are characterized by complementarity. Formal lectures are complemented by teamwork which can further enhance productivity and efficiency and indicate cohesion and collaboration within the team.

The next, third auxiliary hypothesis (H3) refers to feedback and evaluation of employee performance, as an essential prerequisite for the implementation of adequate training methods. Considering the answers

to questions 7, 8, 12, 13, 16, 17, 18 and 19, it is concluded that in numerically large organizations, the feedback has an essential role in planning and applying certain methods and ways of training, all depending on the business goals and type of business of the organization itself. The advantages and disadvantages of training, but also the adaptation of the employee can be discovered through evaluation and, accordingly, work can be done to improve the identified shortcomings. The percentage majority answers of the respondents confirm the assumed statements.

Based on all the above, the results of the research and analysis of the accuracy of the developed auxiliary hypotheses, it is concluded that the founding hypothesis (H0) has been confirmed. The assumption that the precondition for achieving continuous and successful development of a modern organization is investing in the training and development of its employees has been proven to be completely correct. If we take into account the life of the NCR company lasting over 100 years, as well as the promising labor market in the Republic of Serbia with about 4,000 employees, each type of systematic and planned investment in employee training, allows sustainable development of the organization, while monitoring current trends.

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ZNAČAJ OBUKE I RAZVOJA ZAPOSLENIH ZA ORGANIZACIONU EFIKASNOST

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Sažetak: *S obzirom na sve veći značaj i ulogu upravljanja ljudskim resursima, neophodno je istaći značaj obuke i kontinuiranog razvoja zaposlenih za organizacioni razvoj. Kada je reč o tvrdnji da je zaposleni najvažniji resurs kompanije, potrebno je aktivno proučavati naučne sfere koje svojim idejama i otkrićima mogu doprineti unapređenju svih aspekata procesa rada. Obuka je jedan od koraka u ovom procesu, a njihovo uspešno savladavanje je preduslov za postizanje principa efikasnosti. Naučni cilj ovog istraživanja je naučni opis i naučno objašnjenje elemenata, funkcionalnih faktora i koraka neophodnih za usavršavanje zaposlenih kadrova, sa posebnim akcentom na njihovu obuku i razvoj u datom društvenom kontekstu. Društveni cilj ovog istraživanja je da na primeru sprovedenog razvoja prikaže ulogu i značaj razvoja i obuke zaposlenih, kao i korisnost postojanja ovih metoda i instrumenata za upravljanje ljudskim resursima i organizacioni razvoj uopšte.*

Ključne reči: *zaposleni / obuka / razvoj / organizacija / upravljanje ljudskim resursima.*

Appendix A. The Questionnaire

The Importance of Training and Employee Development on Organizational Efficiency		
No	Question	Answer
1	Gender	❖ Male ❖ Female
2	Age	❖ 20 - 30 yrs ❖ 31 - 40 yrs ❖ 41 - 50 yrs ❖ 51 + yrs
3	Completed Education	❖ High School ❖ Bachelor Degree ❖ Master or Ph.D. Degree
4	Years of Service (In Total)	❖ 0 – 1 yrs ❖ 2 – 5 yrs ❖ 6 – 10 yrs ❖ 11 + yrs
5	Years of Service (In NCR)	❖ 0 – 1 yrs ❖ 2 – 5 yrs ❖ 6 – 10 yrs ❖ 11 + yrs
6	Is there a human resources sector in your company?	❖ Yes ❖ No
7 ³	Evaluate your satisfaction with the work of the human resources department in the company?	❖ 1 2 3 4 5
8	How many times have you participated in a particular training program?	❖ None ❖ Once ❖ Twice ❖ More than twice
9 ⁴	The type of training you attended?	❖ Formal ❖ Informal ❖ Combined

³ Answer this question by giving a grade on the offered scale (1 - complete dissatisfaction to 5 - complete satisfaction).

⁴ Formal training means programs and events organized and developed by the company. Informal

10	If the training is conducted by a combined method, which method of training is predominantly represented, formal or informal? (Write the answer)	<ul style="list-style-type: none"> ❖ Formal ❖ Informal
11	Circle the training methods represented in the position you are employed in.	<ul style="list-style-type: none"> ❖ Lecturing ❖ Audio-Visual Techniques ❖ On the Job Training ❖ Case Study ❖ Group building method ❖ E-learning ❖ Simulations
12	Do you think that your employer invests enough funds in techniques and methods of training and development of employees?	<ul style="list-style-type: none"> ❖ Yes ❖ No ❖ I have no opinion
13 ⁵	To what extent are you satisfied with the usefulness of the realized training for successful performance of activities in a specific workplace?	❖ 1 2 3 4 5
14	Is there continuous employee training for this position?	<ul style="list-style-type: none"> ❖ Yes ❖ No ❖ I have no opinion
15 ⁶	What types of training are held besides the initial one? Write the answer.	<ul style="list-style-type: none"> ❖ Lecturing ❖ Audio-Visual Techniques ❖ On the Job Training ❖ Case Study ❖ Group building method ❖ E-learning ❖ Simulations
16	Has your performance in the workplace been evaluated by superiors?	<ul style="list-style-type: none"> ❖ Yes ❖ No ❖ I have no opinion

ways imply learning through interaction with others, i.e. learning within the work environment.

⁵ Answer this question by giving a grade on the offered scale (1 - complete dissatisfaction to 5 - complete satisfaction).

⁶ Answer this question if the answer to the previous question is yes.

17 ⁷	How many times a year is your work evaluated by a superior?	<ul style="list-style-type: none"> ❖ Once ❖ Twice ❖ More than twice
18	Do you get feedback regarding your performance appraisal?	<ul style="list-style-type: none"> ❖ Yes ❖ No
19	If your performance is assessed as unsatisfactory, are you referred for additional training?	<ul style="list-style-type: none"> ❖ Yes ❖ No
20	Do you think that training providers are competent enough to conduct and organize professional trainings?	<ul style="list-style-type: none"> ❖ Yes ❖ No ❖ I have no opinion

⁷ Answer questions 17, 18 and 19, if the answer to question 16 is yes.