

# ЭКАНОМІКА, САЦЫЯЛОГІЯ, ПРАВА

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## THE CONCEPT OF INSTITUTIONAL SUPPORT IN-HOUSE TRAINING OF STAFF IN BELARUS

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*В статье представлена авторская концепция развития внутрифирменного обучения в Беларуси. Дан анализ новых институтов, которые будут способствовать развитию внутрифирменного обучения. Концепция разработана на основе изучения мировой практики функционирования внутрифирменного обучения.*

**Ключевые слова:** внутрифирменное обучение, работники, человеческий капитал, инвестиции, квалификация, компетенции, инновационное развитие.

### Introduction

The need for the institutional support for in-house personnel training is associated with the complexity of the Belarusian labor market infrastructure and the urgent need for intensive implementation of the latest scientific and technological advances at every level of production. Due to a these advances requiring increasingly high levels of employee training, the growth in the use of advanced and innovative methods of training by organizations of every type and workforce size. An in-house training system implies the certain expenses for its organization and implementation according to chosen objectives and aims of training.

### Main part

Distance learning can be one of the forms of institutional support in-house training in Belarus. The demand for this form of training is determines by the fact that the main purpose of any company is to maximize profits; hence the choice of forms and methods of in-house training should be based on the costs accounting and the feasibility of the application of the chosen methods. In a situation where one needs carrying out an intra-firm staff training *on masse*, particularly the training of ordinary employees and low rank specialists, the choice of forms and methods of learning should stem from their low application costs wide outreach reach of personnel. These circumstances imply the use of distance learning by domestic companies, since it is the most inexpensive and relevant method to large companies, especially those where the senior management faces a particularly severe problem of mass on-the-job training [1].

By its content distance learning is associated with the development of E-Learning (in translation from English – “E-learning”). E-learning is an electronic

system, learning through computer, electronic technology which assumes independent employee learning process using electronic materials obtained by a personal computer, a mobile computer, the Internet; receiving consultations, advice, and obtaining grades from the geographically remote expert (teacher) as well as the possibility of remote interaction in a group of co-trainees; creation of some sort of user communities (social networking) conducting general virtual training activities [2].

Method's abilities:

a) it contributes to the development of such elements of the workforce quality as computer-related knowledge and skills;

b) e-Learning systems of distance learning allow conducting training at every structural unit of the enterprise, regardless of their distance from the head office and educational center;

c) to carry out staff training both at the workplace and at home, in familiar environment, regardless of the distance of the place of study from the source of knowledge, or a teacher who is guiding the process of employee training. Entire enterprise computer networks can be united into a single network and have a connection to other companies' networks and information resources outside of their own location;

to) e-Learning system acts as a corporate information center collecting and systematizing information not only for the present but for the future staff.

The use of e-learning methods is innovative as it is not just the novelty in teaching but takes the process of learning at the new level of interaction of the teacher's and the student's knowledge thus increasing the efficiency of many aspects of the educational process. The method of E-learning promotes workers' innovative development by stimulating their intellectual activity in the learning process and in performance of their professional duties as well as the increase of their proficiency with modern computers and software.

Benefits of e-Learning electronic method: a) the interactivity of the learning process, which is that the learning process is an intensive exchange of information between the participants of training, teachers and teaching material, which is demonstrated to employees in training through the use of personal computers and special computer training programs; b) e-Learning training systems meet the requirements imposed on it by modern business; c) allow the learning process with virtually no separation of workers from their professional duties; g) provide flexible control of the learning process; d) allow for a unified process of collecting statistical data on the achieved results and training activities [1].

Another form of institutional support for in-house training can be business simulators. Business Simulation is an interactive model of the economic system, which by its internal conditions is as close as possible to the corresponding real economic unit, such as the division within the company, the company itself, the industry, etc. [3]. The purpose of such a system is in the development of such a quality of the workforce as adaptability. The system veraciously reproduces the results of individual and joint management decisions in a virtual learning environment. Virtual or electronic reality is the world created by technical means (objects and subjects), transmitted to an individual through their senses: sight, hearing, smell, touch, etc. [4].

At the moment, many experts in the field of personnel development believe that in the near future many large and small companies will conduct their intra-firm training for many categories of personnel using e-learning, particularly, computer games in the learning process. Forrester Research, the research company, assumes this opinion in its report "It is time to take the games seriously" [5]. The use of such simulators is innovative as it takes learning to a qualitatively higher level in many ways. The analysis conducted by "Entertainment Software Association" in 2008 showed that 70% of US employers have used computer games for staff development. According to leading experts in the field of personnel development, this figure will reach 80% [6].

Computer simulations are very useful for generating practical skills, have great flexibility and ability to build a gamified situation, unlike a traditional method of business games.

Creating institutions that ensure the effectiveness of in-house training of staff.

Formal institutions.

1. The state plays an important role in the formation and development of formal institutions. Its task is to shape the regulatory framework for the regulation of in-house employee training processes; thus it is advisable to establish a system of administrative and regulatory processes of in-house training, which consists of: responsibility of a senior management of a company to allocate budget expenditure for carrying out training of employees in accordance with the established minimal education budget for each organization; relevant regulations are stated in the LC RB.

2. Develop a system of tax breaks and government subsidies for companies engaged in intra-firm training; establish appropriate evaluation criteria for companies to meet in order to receive certain amounts of the above stated tax benefits and government subsidies.

3. Develop a system of quality standards and certification of in-house training, upon receiving which an employee who successfully completes an in-house training will receive a special certificate. Besides, passing an in-house training will be counted along with higher and special vocational education at the point of promotion or the person's being hired by another entity.

Informal institutions.

The formation of informal institutions that promote intra-firm training is in strengthening and development of high corporate culture, its main provisions and values, among all categories of employees including those who have not yet completed in-house training. The effectiveness of in-house training depends, among other things, on the organization's corporate culture, the level of its development, its values and objectives.

### Conclusion

Top management of companies is advised to develop in-house training provision-related statements of corporate culture;

establish the value and significance of the education received at the enterprise;

develop methods of motivating to education through the corporate values system.

It is advisable to not only revive but also improve the apprenticeships (mentoring). Mentors are employees with extensive experience in the professional activity and the ability to transfer their knowledge and skills. In the process of training activities the instructor develops a professional quality and competence required for career growth and advancement in the company, becomes a prospective employee to enroll in the cadre reserve.

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#### **Makovskaya N.V. THE CONCEPT OF INSTITUTIONAL SUPPORT IN-HOUSE TRAINING OF STAFF IN BELARUS.**

*The paper considers the concept of development of in-house training in Belarus. The analysis of the new institutions, which will contribute to the development of in-house training. The concept is based on the study of international experience of functioning in-house training.*

**Keywords:** in-house training, workers, human capital, investment, skills, competencies, innovative development.