

## HIGHER EDUCATION AS A CRUCIAL FACTOR OF STAFF DEVELOPMENT

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**Abstract:** Today's market reality requires competitiveness from enterprises in all areas of activity. All aware companies set much store by the proper development of staff. Caring for professional development in the process of constant increasing of qualifications, skills and powers are the basic elements for the proper management of human resources. Investing in human resources is a significant expense in the countries of Western Europe, while in Poland it is still far from enough. The experience of European countries constitute a proof of the relevance of investing in human resources, which directly influences on the success of both the companies and the individuals.

**Keywords:** career, professional development, personal development, education, worker, human capital, skills

### Introduction

The development of the organization is directly dependent on the professional preparation and competence of the staff team. The most important resource for any enterprises or organization are adequately educated workers. Success and position of the company directly depends on the potential that have all employees. Because the success of a company depends on the development of its staff, take the great importance the proper education, which is the basis for the subsequent improvement of skills. Despite the growing popularity of higher education, we have often to do with a lack of career opportunities, which may result from inefficient adjustment of education to taken stand.

The aim of this article is to emphasize the importance of employee development for the modern economy.

### Career as a result of long-term development of the individual

In connection with increasing competition, are on labor market, unusual importance get into personal development and career. It can be safely described as the basic determinants of the choice of educational pathways. The choice of educational paths, often occurs as a consequence of labor market requirements and demand, which it reports on the employment of specialists. A proper and systematic employee development is an advantage both for the company that is gaining professional, educated staff, as well as for the employee who gains new knowledge. The right combination of human resource management and individual skills influence the development of the organization (Miś, 2004). Companies aspire to staff development, guided by two main reasons. These are: improvement the

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flexibility of the company response to changes in the environment and improvement the position of workers in the market through the individual development (Król and Ludwiczynski, 2006; Tabor, 2008).

From the point of view of economic development, extremely important are: both personal and professional development of workers. The personal development depends only on the individual and is based on the individual taking up the learning actions. Regarding to professional development, it is based on expanding their existing skills and references in order to match the specific needs. New references gained through professional development must be recognized by others, and therefore this type of development is no longer only the individual and does not depend only on that person (Eaton, 2009). The term "staff development" should be understood as *"the process of learning and systematic investment in the entity, which has lead to the acquisition of new skills, references and maturity to the next level of the enterprise"* (Fryczyńska, 2008). Król, in turn, presents "staff development" as *"a team of initiatives taking up in order to expand their knowledge, forming of new capabilities and also effectively employees motivating to individual develop and the company as a unit collecting references"* (Król, 2006).

The strategy of human resource management and development of the individual is an important part of modern enterprise management. These items are no longer only sporadically implemented, often on the employee's own initiative. Currently, most major companies have specialized departments committed in shaping the development of the individual, and as a consequence - the entire team of employees. Modern enterprises require their employees to identify themselves with company strategy, goals and vision of its development. Only such an approach allows the company to introduce a staff motivation system resulting in the development of the enterprise and its staff (Kossowska and Sołtysińska, 2002). The system of employee motivation plays an important role in the process of human resource management. Motivation is the process by which employees have the opportunity to shape some attitudes and behaviors. This is a package of means by which increases the efficiency and effectiveness of employees who successfully pursue certain goals (Dima et al., 2010).

With the increasing of importance of human resources development, has developed a catalog of methods of education. Companies investing in its staff, can choose from more and more new tools, which are used to initiate the labor development (Table 1).

It is worth noting, that currently the training is only one of the elements used by management to develop the lower-level employees and enhance their skills and references.

It should be emphasized that staff references is a collection of some essential features that characterized every employee. The package of basic ingredients of references include knowledge, which is inextricably linked to: education, skills, personal qualities, experience and attitudes (Luo, 2014; Walkowiak, 2004).

**Table 1. Tools used for staff development** (Author's elaboration based on <http://www.hrnews.pl> and Forsyth, 2006)

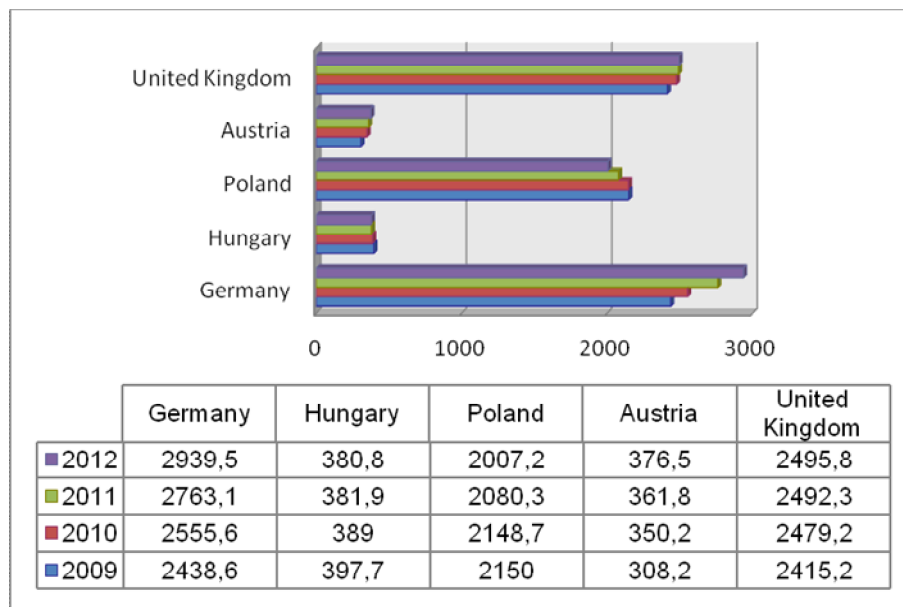
<b>Tool</b>	<b>Characteristic</b>
Training	Activities in the framework of which the employee acquires new skills and expand the knowledge already possessed. In the case of the purchasing of new knowledge, it is often only a basic knowledge. Unfortunately it is insufficient knowledge to expert activities. In case of extend the knowledge acquired in the framework of previously acquired education; agree to increase the efficiency of their work. Training is divided into training concerning soft skills and hard skills.
Mentoring	The relationship between the experienced employee and less experienced. An employee acting as a "mentor" induct "student" in the principles of company, teaches him, conduct with him a constant dialogue and give him advice.
Coaching	It is based on improving their existing skills and broaden their knowledge, and not on gaining new references. Used to improve the efficiency of work and planning of the way of specific activities. Relate the future and specific areas, and substantially influence the development of the employee. Basic types of coaching are: career coaching, executive coaching, leadership coaching.
Counseling	It is based on dialogue and advising concerning specific problems or tasks. Relate the past and analyze the causes of the event.
Experiential Learning	It is based on learning through experience includes: simulation games, workshops, virtual simulations.
Work-life Balance	Is based on the principle of balance between work and personal life, includes: flexible working hours, fringe benefits, bonuses, and actions to improve the efficiency of the individual and self-motivation.

Education of a single individual, which should be understood as the knowledge acquired during education at various levels, proven relevant diplomas, put a strain on the competitiveness and position of the company (Plawgo and Kornecki, 2010). Education, deepened on the next stages of careers, leading to personal development and most importantly, from the point of view of the enterprise - to its growth and gaining the advantage over competitive.

### Education and development in chosen European countries

Around the world, standards of education are. In Europe for several years, is noticed notes the increasing importance of long-term training. Citizens are encouraged to train almost "a lifetime". As a result of such a policy, the employer have significantly changed their attitude and the requirements for the employees references. Currently they employ well-educated workers who already have the necessary qualifications. Employers also appropriate substantial funds for investment in human resources, since only experts can ensure the company's competitive position, and success.

It is worth considering, how does reach the situation of students in Poland and in other European countries (Figure 1).



**Figure 1. Number of students in selected European countries in 2009-2012 (in thousand)** (Author's elaboration based on EUROSTAT)

It should be noticed that in Germany and the UK, the number of students in recent years has increased. Unfortunately, in Poland, the situation was reversed. Despite the rapid development of higher education, offering many new trends of study, the number of students has decreased over the last four years. A key factor, which is influencing on this situation is occurring in Poland low birth rate (population decline).

This situation, unfavorable from the point of view of both education and the economy, is especially visible in the age group 15-24 years (Figure 2).

In the years 2009-2012 in Poland, there was a decrease of the number of population age typical of being educated (15-24 years). This situation has been caused by the low birth rate (population decline) and disturbing phenomenon of emigration of young people, who are seeking employment in the countries of Western Europe.

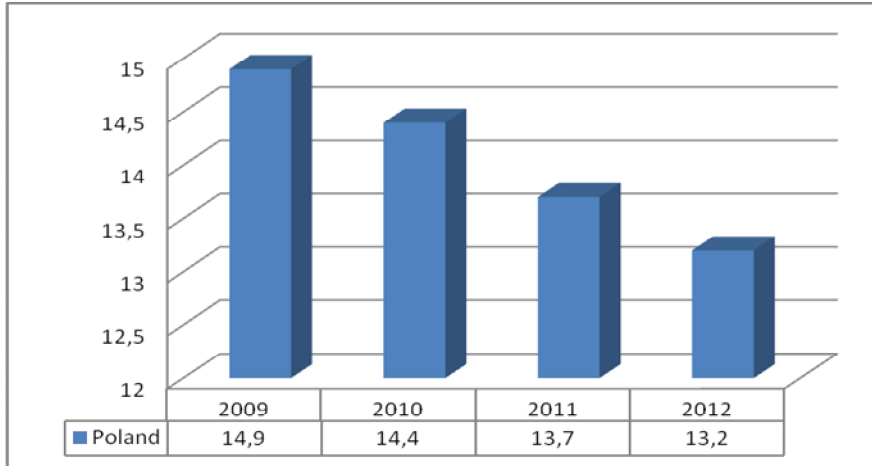


Figure 2. The population in the 15-24 age group in Poland in 2009-2012 [%] (Author's elaboration based on EUROSTAT)

In accordance with the binding rules of human resources management, employers are investing in the development of their employees. They are set on knowledge widening by all employees, they want them also to gain a new one. Some EU member states intensively active in the field of training of workers (Figure 3).

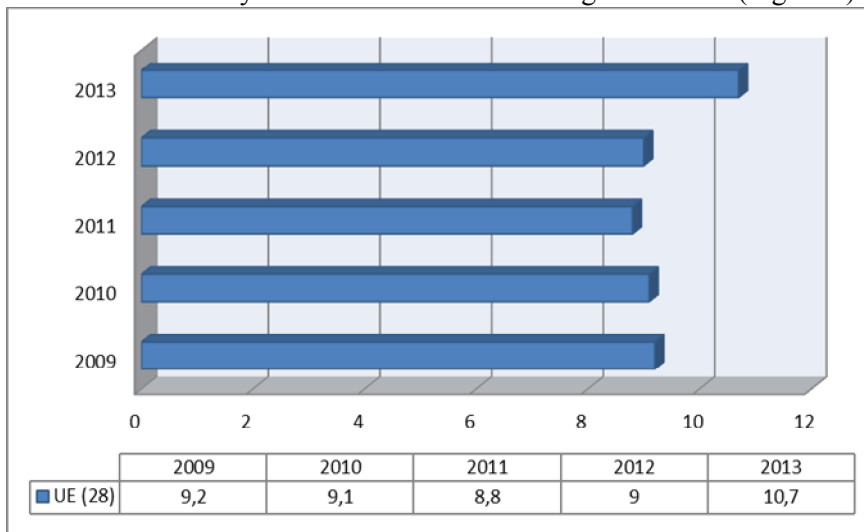
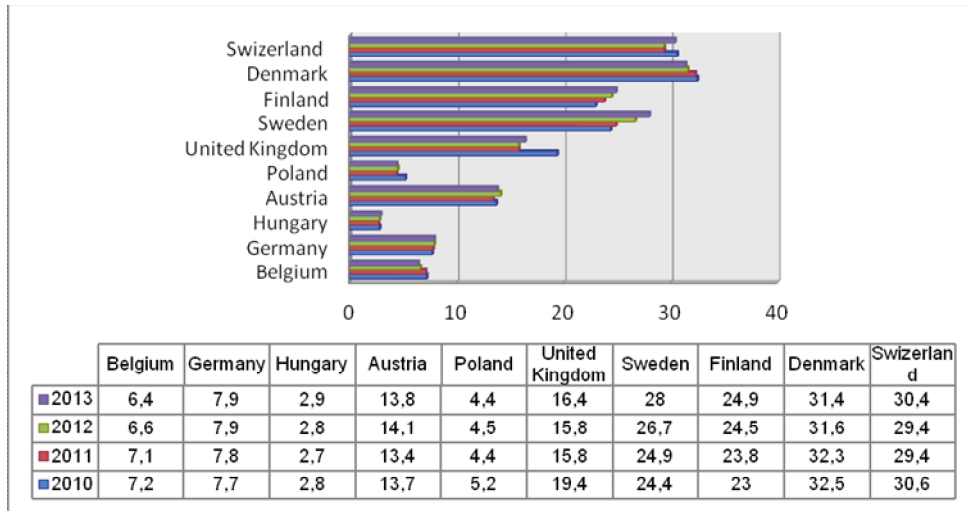


Figure 3. Raising the professional references of employees in the European Union (28) [%] (Author's elaboration based on EUROSTAT)

It is worth noticing that, in the last few years, the commitment in raising employees' qualifications gained strongly in importance. The increase is particularly significant in relation to the year 2011, where as a consequence of the economic crisis, was marked a decrease in expenditure on training and coaching. Some European countries destine a lot of money on investment in human resources (Figure 4).



**Figure 4. Raising the professional references of employees in the European Union (28) [%] in 2010-2013 [%]** (Author's elaboration based on EUROSTAT)

Sweden, Finland, Denmark and Switzerland play, in a decisive extent, leading positions in the field of education workers. In all these countries every year we can observe a growing number of workers subjected to the processes of skills improvement. Unfortunately, Poland, in relation to other European countries, invests not enough money in the development of its human resources. The level of investment in staff training within 4%, is not satisfactory, because it shows little commitment of entrepreneurs in developing human capital of company.

Analyzing issues relating to staff development of companies operating in Poland, particular attention should be paid to the evidence conditions, which are guided both employees and employers, who implement currently its activities to new trends in HR management (Figure 5).

Gaining new references is the main reason for training employees. Aspire to development of employees and entire organizations, staff are subjected primarily education in foreign languages and raising qualifications, which they already have. Education is an important basis for facilitating development through the expansion of knowledge, and not the acquisition of skills from the beginning.

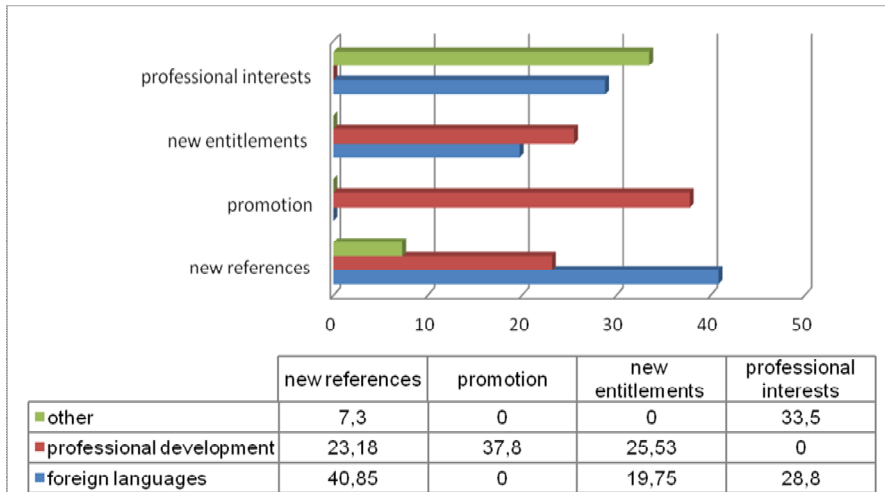


Figure 5. Reason of training of workers [%] (Author’s elaboration based on PARP)

The level of education has a decisive impact on labor issues and hiring new employees and invest in them. In this connection, it is worth paying attention on the relationship between employment and the level of education represented by the Polish potential employees (Figure 6).

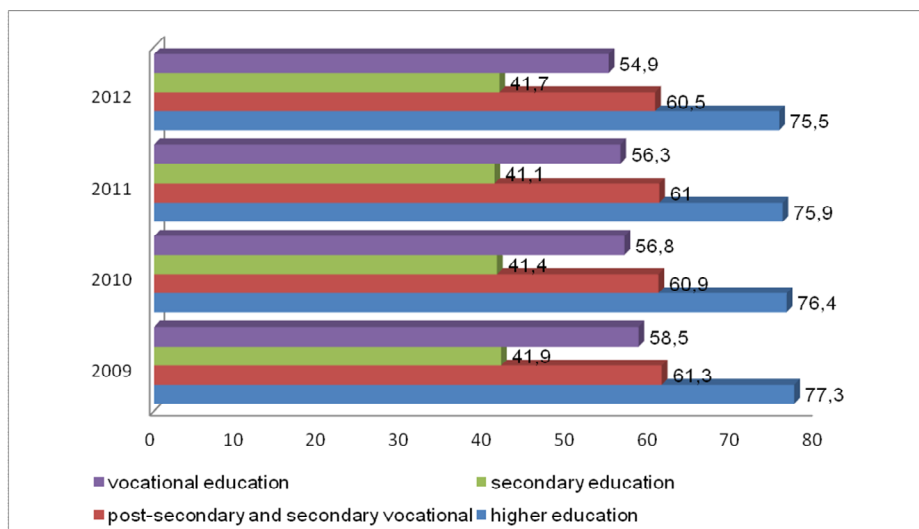


Figure 6. Employment rate by education level (Poland) (Author’s elaboration based on GUS, 2013)

Analyzing the above data it can be concluded that the greatest opportunities for employment and career development have those with higher education. Worrying is the fact that the value of this index in 2009-2012 steadily lose. This situation is,

unfortunately, due to rising unemployment and lack of jobs for both graduates of vocational and higher education.

### Conclusion

Employment history is now a very important part of life for every young person. In accordance with European standards, also experienced employees attach importance to professional development and skills enhancement. Professional development is largely based on the held foundations that are education. Analyzing the data specific to Poland and Europe can be stated that higher education is particularly preferred among employers. The right skills allow for effective implementation of the duties, and most importantly provide a stable basis for acquiring new references and knowledge. Polish employers must, however, to a high degree invest in their employees, because such actions will be visible in the future company result. Taking into consideration good education of Polish staff, should be make every effort to minimize unemployment. Corrective action let to use the full potential of employees, which consequently will lead to the stabilization of the economy and living conditions and also human development.

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## WYKSZTAŁCENIE WYŻSZE JAKO ISTOTNY WYZNACZNIK ROZWOJU PRACOWNICZEGO

**Streszczenie:** Dzisiejsza rynkowa rzeczywistość wymaga od przedsiębiorstw konkurencyjności we wszystkich obszarach aktywności. Świadome organizacje przywiązują dużą wagę do prawidłowego rozwoju kadry pracowniczej. Podstawę stanowi nowoczesny sposób rekrutacji opierający się na kwalifikowaniu kandydatów zgodnie z wykształceniem oraz kompetencjami niezbędnymi dla pracodawcy. Dalszy proces prawidłowego zarządzania kadrami, to dbałość o rozwój zawodowy w procesie stałego zwiększania kwalifikacji, umiejętności i uprawnień. Inwestowanie w kadry stanowi istotny wydatek w krajach zachodniej Europy, natomiast w Polsce jest jeszcze dalece niewystarczające. Doświadczenia krajów europejskich stanowią jednoznaczny dowód na zasadność inwestowania w kadry, co bezpośrednio przekłada się zarówno na sukces przedsiębiorstwa jak i jednostki.

**Słowa kluczowe:** kariera, rozwój zawodowy, rozwój osobisty, wykształcenie, pracownik, kapitał ludzki, umiejętności

### 高等教育作为一个工作人员发展的主要因素

**摘要:** 今天的市场现实要求从企业活动的所有领域的竞争力。所有意识到公司的适当发展，工作人员通过设置很多商店。照顾专业发展过程中不断增加的资格、技能和权力是人力资源的妥善管理的基本要素。人力资源投资是西部欧洲国家的巨额费用，而在波兰是仍然远远不够。欧洲国家的经验构成直接影响的企业和个人成功的人力资源，在投资的意义的一个证明。

**关键字:** 职业生涯、专业发展、个人发展、教育、工人、人力资本、技能