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## Understanding Impact of Professional Training on Work Performance

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# Understanding Impact of Professional Training on Work Performance

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**Abstract.** Because of fast changes in technology, work processes and legislation there is a need for faster preparation of work labor, however formal education is failing to prepare people within required time and skills that are required by labor market. This paper is analyzing training needs for businesses and available training that are offered by public and private institutions. For this paper, case of TAK, Kosovo Telecom and UBT was analyzed and findings are compared with training's that vendors are offering within UK and USA. In addition also findings from national Accreditation Agency where discussed, regarding professional schools.

**Keywords:** training; long life learning; just in time learning

## Literature review

According to (McAllister 2014)

“Our society places a high value on education. It is still considered the gateway to success, happiness, and a long, prosperous life. To prepare us for reaching that lofty position, for the first 18 years of life, the primary emphasis is on developing well- rounded kids: learning the basics of math, biology, chemistry, art, civics, fitness, and playing well with others—the list gets longer with each passing year. In addition to the standard formal academics, parents invest their hearts, souls, evenings, and weekends to ensure that child” (p.11). However, as a result of short life of products, innovations and rapid changes in market formal education is not enough for employs since they need to permanently increase their professional capacities.

Companies value can be seen from financial reports and from financial balance sheets, however according to (Kutlay and Safakli 2019) “Employees and capital are the two most important inputs not only in production, but also in the finance sector” (p. 293) and in order to maintain and increase value of employees companies should invest on their capacity building. Many companies nowadays have their own Training and Development centers and some companies are subcontracting training services. Learning and training is an integral component to the development of any organization and according to (Austin 2015) “It should be evident that learning has always been an integral component of HRD, and it continues to be an essential aspect of Organizational strategies for promoting employee learning and development” (p.13). In a research conducted by (Bakar, et al. 2016) it is stated that “Human resource is the most integral part of the organization and therefore referred to human capital in organizations. Training is the process for increasing the worth of this important resource. Training can be referred to the technique used by the organization/manager to decrease the chances of mistakes and increase the knowledge and productivity of employees” (p. 467).

Over the past two decades, emotional intelligence (EI) has become a topic of interest for psychological, educational, and management researchers. Numerous organizations have sent employees to various EI training courses offered by management consultants (Yuan, et al. 2012) (p.1713) and EI is not lectured through formal education. In addition, role of professional trainings at civil servant performance was research topic for Suleimenova and Karamalayeva (2018) since they had concluded that “Under the current conditions in forming the corps of civil servants, the professionalism and competence of civil servants comes to be of paramount importance” (p.96).

## Case of TAK

Tax Administration of Kosova, have its own training department and mainly it is training its staff on new legislation and in new working processes and procedures. However, when it comes to increasing professional capacities of its staff TAK is sending their staff to other institutions. In year 2017, 761 TAK staff members were trained in 53 different trainings. Table 1-show details of professional trainings for TAK.

Table 1. Organized Trainings for TAK staff

Training Institution	Number of delivered trainings	Number of participants	Number of training days
Tax Administration of Kosovo	24	664	70
American University in Kosovo -AUK / USAID	1	3	8
Business Kosova Centre-BKC	1	3	2
Centre of Excellence in Finance -CEF	4	11	12
OECD/CEF	1	2	5
Kosovo Institute for Public Administration	11	18	23
Ministry for Public Administration	1	4	1
OECD	5	10	25
Kosovo telecom	5	46	31
<b>Total</b>	<b>53</b>	<b>761</b>	<b>177</b>

## Kosovo Telecom

Kosovo telecom have its own Training and Development Center, they offer training, and certification programs mainly for its staff. Offered trainings are in a field of IT, General Management, Customer Care and in field of Health and Safety.

Within 2018 in Kosov Telecom 7182.3 training hour were delivered or 1197.05 training days.(CCNA\_MOD\_1, CCNA\_MOD\_2,CCNA\_MOD\_4,CCNA\_Scaling Network,CCNA R&S CN ,Linux I, Linux II,IT Essentials 1, Autocad,MS Project,Cyber Security, MS Excel per ATK, MS Excel për TK, MS Word 2016, Autocad 3D, MS Access, Windows 10, MS Project e, Outlook 2016) while for general management Kosovo Telecom had provided 373 training days for 297 people.(negotiation Skills, Project Management, Tema Building, Communication Skills, Dealing with difficult people, Meeting management)

## UBT Higher Education

Within UBT professional trainings are offered in a field of IT, Management and foreign languages

In a period October 2018-October 2019 UBT had offered 17 professional training modules and 416 people were trained at UBT.

Table 2. Delivered training at UBT

Delivered Training
Administrative Assistant
Advanced MS Excel
ArcGIS- ArcMAP
Cobit 5
Cyber Security Operations
Digital Marketing
English Langauge
Found Raising
HR Management
IBM SAN
Introduction to programming
IPMA
IT Essentials
MS Project
Project Managment
Project Online

SPSS

## Conclusion

Based on findings from literature and from TAK, UBT and Kosovo Telecom cases, conclusion is that formal education is taking long time to prepare one person for labor market, and there are two proposed solutions, Long-life learning and Professional Education.

However, concept of long life learning is relatively new concept in Kosovo, and for certain professions it is expensive, for example price for 5 days professional training in UK is equal to 1 year payment for bachelor degree in Kosovo, while concept of professional schools is not yet accepted by society in Kosovo, since until now there is not any job vacancy where employees are asking for professional education.

Regarding offered professional trainings in USA and in Kosovo, there is similarity since training and certifications are offered through different vendors like Microsoft, IPMA, OGC and CISCO.



Figure 1. Trainings that are offered in UK and USA



Figure 2. Trainings that are offered in Kosovo AUK TDI



Figure 3. Professional Education that is offered at UBT

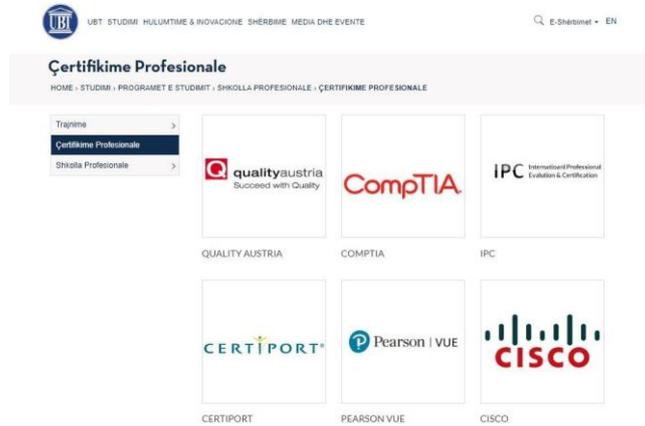


Figure 4. Professional Certifications that are offered at UBT

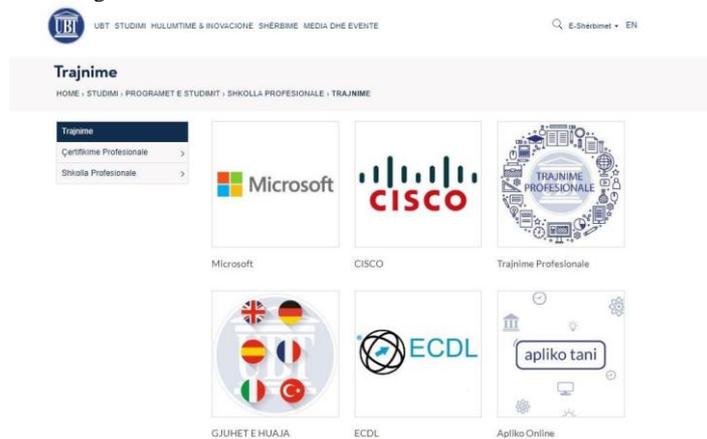


Figure 5. Professional Trainings that are offered at UBT

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