Training practices and organisational performance: 
A comparative analysis of domestic and international market 
oriented Organisations in Central & Eastern Europe*

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The paper explores organisational level training practices in the Central and 
Eastern European (CEE) region and tests their impact on overall organisational 
performance. We draw upon data from the CRANET international survey of HR 
practices in order to provide a comparative overview of training and develop-
ment in selected CEE Countries. Distinguishing between organisations focusing 
on the international and on the domestic market, and drawing upon data from 
1147 companies in eight countries (Bulgaria, the Czech Republic, Estonia, 
Hungary, Lithuania, Slovakia, Slovenia and Serbia), we examine training prac-
tices and approaches and test their impact on organisational performance. Our 
findings demonstrate that the use of more developed training practices contrib-
utes to better organizational performance assessed by reference to service quali-
ty, productivity, profitability and rate of innovation. The market focus of the or-
ganisation in terms of serving a domestic or an international one also appears 
consequential with those operating internationally recording more extensive 
training practices.

Key words: training, human resource development, talent management, 
organizational performance, internationalisation, Central and Eastern Europe, 
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