The Existing Problems and Countermeasures in the Training of Enterprise Staff

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Abstract. In order to realize the development goals of the enterprise and staff, enterprise has offered training for all staff so as to improve their knowledge and skills related to their job and staff will bring more benefits to the enterprises. However, there are still some errors in corporate training. For example: the knowledge deviation corporate training, a misunderstanding that training leads to the loss of talent, low training investment, and imperfect training system and so on. Establishing a scientific training system, changing training concept, enhancing training evaluation and establishing a reasonable incentive mechanism are effective ways to improve the quality of training and develop high-quality staff.

Keywords: Enterprise Training; Problems; Solutions.

Introduction

Staff education is one of the key components of human capital management, and it should be based on the overall objective of enterprise. Therefore, enterprise has gradually attached great importance on staff training. However, enterprises often worry that staff will find another job after they spend money and time on staff training. Therefore, enterprises are concerned about an operative staff training and development system. They attach greater importance on staff’s spiritual civilization which can be trained through enterprise training and development learning. As a result, enterprises cannot ignore the significance of staff training and their spirit development.

Problems in Enterprise Staff Training

Traditional Ideas to Ignore the Importance of Training. First, enterprise leaders do not attach importance on training. The effect of training cannot be immediate, and enterprise leaders do not want to spend too much money, human resource and time on staff training. Second, staff’s attitudes are negative. Traditional ideas hold that only the staff that are in poor quality and has no enough working capability should be trained. Besides, the training is
monotonous so that employees are rebellious and they are not serious about it. Third, there are no requirements after employees enter the company. The company basically has no requirements for staff. They do not demand that staff shall have one or more certificates after they enter the company, therefore, there is no motivation and pressure on staff training and of course, staff will not care about it.

**Nonstandard Training.** First, there is no training plan. Many companies train staff based on their requirements and they have no training department, not even the training management system. Companies often outsource staff training to other trainers or ask enterprises’ leaders to train their staff once there is training required. Second, training programs and content are divorced from reality. They do not train staff according to the actual situation of their company and staff, and their training has no target and objective to train all staff together. Third, training methods are not diversified. Enterprise’s training is conducted through lecture and staff cannot truly obtain something useful so that staff working abilities are not improved and it wastes too much money and time. Fourth, the training system is not perfect. Companies do not set up an overall plan for staff training so that there are no plans in many companies. For example, learning channels, learning assessment programs, follow-up mechanism and other programs are often ignored by companies.

**Training Costs and Benefits Imbalance.** Learning is an investment that company gives staff. Some costs will be paid before obtaining benefits. Company’s benefits will increase and their costs will decrease after staff training. But now, many employees choose to find another job after their learning, especially some employees who have learned the core technology. As a result, companies spend a lot of capital but cannot obtain their benefits.

**Solutions on the Problems in Enterprise’s Staff Training**

**Managers Should Attach Importance to Staff Training.** The realization of the company's vision is the result of all staff’s efforts. Therefore, staff learning should be divided into different classes and stages. Multinational companies often have their independent talent pool and training programs to lay a solid foundation for company’s future development. After giving a brief introduction of the invaluable significance of learning for company, company’s executives should change their minds and pay attention to staff learning on the side of staff. With the approval of the senior management of the company, staff learning was able to conduct smoothly, especially in the situation where company’s benefits are imperfect. Contingency theory holds that company’s development depends on the efforts of supervisors and subordinates together: supervisors who have strong capability will give definite work arrangement to staff and their commands will be more effective; subordinates who have strong capabilities will understand supervisors’ ideas quickly and they can improve their constraining force and other abilities. However, there will be difference on staff’s thinking if the learning is only conducted on subordinates and supervisors do not accept any learning. In this way, actually, company cannot
well manage staff and the effectiveness of company’s actual implementation will be reduced.

**Set up Scientific Training Program.** Learning program is designed after analysis of learning requirements based on company’s vision and blueprint. Learning program which complies with company’s requirements and policy can change staff’s attitude, improve staff comprehensive ability and exercise their skills so that the objective of increasing company’s benefits can be achieved. To develop a practical and effective learning plan, company should analyze staff’s learning desires and reasonably arrange their learning contents, ways, teachers, budget date and so on. Determine different learning expectations according to people’s difference, and adapt different learning ways so that the program can meet the requirements of development of company and employee.

**Conduct Job Training Assessment and Improve Training Quality.** Learning evaluation is a reflection of the learning effect, and it aims at collecting the views relevant people and staff on the course. Observe whether the program is effective is not and there are any improvements on staff’s working attitude and acts after their learning through evaluation. The training can help staff realize the distance among their expectations, clear their tasks, identify their expectations results, improve learning outcomes and make a good preparation for next term of learning. From the perspective of learning, company can obtain learning information through four criteria: the first is student feedback. That is, they can refer two items, people’s response and learners’ absorptive capacity; the second is knowledge standards. It is used to examine whether the learning contents are feasible and whether staff can apply the knowledge into their work; the third is standard of conduct. It means that whether staff’s working attitude and working skills or not; the fourth is results (ROI), that is, the learning outcomes after learning, including employee satisfaction, product sales and profits. These four indicators tell company the learning information from different perspectives, and they should be applied in the learning evaluation. Company should use them to check the learning effect, find the difficulties in study, and summarize whether the program can meet company’s requirements or not and whether employees can bring corresponding remuneration for company after their learning.

**Improve Incentive Mechanism to Mobilize the Enthusiasm of Employees to Participate in Training.** There are many reasons for improving staff training mechanism: the first is to mobilize all staff’s enthusiasm to participate in training; the second is to prevent some employees leaving the company after receiving training. Therefore, the company is in urgent need of establishing and improving learning incentive system. After finishing learning, there should be a meeting for their learning and company should adopt many ways to encourage those employees who have got good results, for example, the connection of staff’s salary with their knowledge and skills, regular performance appraisal, salary increase for those who are qualified and have improved their performance significantly. Company should set up special incentive fund to reward those employees who have achieved good results in their learning technology and skills application. Learning can also be a condition for staff’s
promotion. These are material incentives. Speaking of ideological incentives, company can give a variety of recognition, honor and so on.

**Take Advantage of Modern Technology and Innovate Training Methods.** Current technological development advances the significant changes in earning methods and learning techniques. Adopting new methods and modern technology during learning can not only change learning effects, but also improve learning outcomes. It change the single method that leaning is about lecture. The learning is divided into internal learning and external learning. Internal learning refers to the study plan within the company. Senior employees teach new staff based on their own experience, or seniors give direct encouragements. Recruit part-time or full-time teachers to give a lecture, and hire a teacher outside and invite a partner to give a lecture. External learning refers to staff can go to other companies to learn beside in their own company. Within the company, unlike outdoor learning programs, the learning methods are all about traditional lecture and staff are forced to receive the knowledge. Company should adopt more learning methods.

**Create a Learning Type of Corporate Culture.** Some official reports said that the companies which have their views on learning and are willing to spend time and capital on staff’s learning can become strong. Especially for those staff who want to achieve development in company, companies can provide a platform for them specially, and they will solve any problems as long as staff put forward. In this way, company can retain the staff and they are willing to create more values. They continue to learn to enrich themselves, and the company encourages workers to learn and it will adapt some encouraging ways to help all people realize the importance of learning. All staff work together to create a miracle. The whole company and all staff are benefit from it and the company can advocate everyone to learn and improve together. The means of creating a learning atmosphere are: first, change ideas so that employees can understand that society is in a progress, everyone is in a progress. In such an environment, employees have to improve themselves. Only learning can help them keep up with the pace of society; second, help staff realize what results they want to achieve. Staff should realize that whether their objectives and plans are in consistent with company’s policy, and help them clear about their plan and arrangements; third, mobilize the enthusiasm of workers to learn. Staff should realize the significance and value of learning. Company can regularly organize various activities or competitions; fourth, rank staff. Choose outstanding staff in the company and it is good for forming a strong atmosphere of learning and creating a variety of learning conditions. Regular tea party for staff can give a chance for their learning from each other so that they can achieve progress together and achieve the common development of the company and individuals.

**Staff Should Establish a Lifelong Learning Concept.** Regardless of the way the training, if it only infuses information to the staff, the effect will be limited, and their behaviors will change little. For short-term training, the effect is more limited. Therefore, improving employees’ minds to learn spontaneously will achieve better effect than the indoctrination of knowledge and skills, and the
effect will last for a long time. IBM Company clearly stipulates it. Many enterprises gradually realize that the effect and benefits of compulsory learning is not comparable in self-learning. From the system, when staff’s self-consciousness reaches a certain degree, they will form an idea of self-reflection and self-transcendence. It is particularly important for the company and individual to treat learning and work with all heart. In the era of talent and innovation, employees should grasp the innovative way of thinking. Independent innovation is the inexhaustible motivation and strong protection for an organization in a competition. For individuals, the idea of learning in their whole life, self-transcendence, keeping up with the pace of social development can help staff to keep in line with the society, deal with various emergencies and maintain their competition advantages.

Summary

On the basis of deeply understanding and analyzing the training and development of employees, this paper finds out the present situation and existing problems of staff training and development, and puts forward some countermeasures and suggestions. The author hopes that Chinese enterprises can pay attention to staff training and development, learn more from Western countries so that staff training and development can be scientific and institutionalized. Thus, enterprises can offer wider development chances for staff, retain and develop more talents, and achieve the mutual development between company and employees.

References


