A Brief Analysis of Problems and Countermeasures of Staff Training in Enterprises

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Abstract. Employee training is the basic work for improving the quality and skills of employees. It is also a powerful engine for rapid development of enterprises and improvement of competitiveness. It is an effective carrier for enterprises to cope with increasingly fierce competition in the market. At present, many enterprises still have problems in staff training, such as weak awareness of corporate training, less targeted training, backward training methods and technologies, and inadequate training assessment mechanisms. In order to improve the efficiency of staff training, enterprises should fully establish new concepts that emphasize training, classify and design staff training programs, introduce various training methods and techniques, and establish scientific training assessment mechanisms and other countermeasures to promote the sustainable and healthy development of enterprises.

Introduction

Thomas J. Peters, a well-known American scholar of management once said that the only real resource for enterprises or business is people. Management is aimed at developing human resources. Staff training is an important part of human resource management in modern enterprises. In the era of strategic human resources management, staff training plays an important role in improving skills and quality of staff and enhancing their core competitiveness. Nowadays, staff training has become an indispensable part in human resource management. However, some companies still have many shortcomings in staff training as they started late in staff training. The lack of analysis of staff training leads to the severe impact on the results of staff training of the company, which also limits the sustainable development of the company to a certain extent. The company must combine the concepts and methods of modern human resources management, refer to the actual development of the company, look into and analyze work of staff training to improve the effectiveness of staff training, so that the company can obtain greater advantage in competition.

Definition and Function of Staff Training

Definition of Staff Training

Staff training refers to the systematic, planned activities of companies according to the needs of enterprises in order to improve the employees’ knowledge, skills, values, work attitudes, and behaviors, and improve the work performance and contribution to the company of the staff. Staff training is aimed at providing knowledge, skills and behaviors for staff and applying them to daily work, so as to improve the work performance of staff and the overall performance of enterprises.

Definition and Function of Staff Training

An important means to maintain the competitiveness of enterprise

High-quality staff is the most important competitive factor for enterprises. Staff training may improve the knowledge, initiative spirit and innovation of staff, enhance the enthusiasm and cooperation spirit, establish good working environment and working atmosphere, improve job satisfaction and sense of accomplishment of staff. As a result, the overall quality of staff and the competitiveness of enterprises are enhanced.
Important measure of improving productivity

The effective training may reduce the required working hours when producing goods or providing services, thereby reducing manpower and marketing costs; reduce waste of materials and production of undesirable products, thereby reducing supply costs; improve the products or services provided by enterprises to customers, which reduces the cost of service. It can be seen that the quantity, quality and efficiency of production have an absolute correlation with the knowledge, skills and capabilities of staff [4]. Staff training can increase its knowledge, judgment, and ability to solve difficulties, which can increase the productivity of enterprises.

Support the compensation of business function

Staff training supports the compensation of business function. The purpose of "culture" cultivation in the enterprise is to realize the business strategy. Due to the continuous pursuit of higher economic growth rates, only the proper use of human resources can lead to higher labor productivity, and skill training is extremely important for human resources development. Therefore, staff training should closely cooperate with the business strategy of the company.

Major Problems in Staff Training

Weak awareness of staff training

At present, many employees believe that except for professional skills trainings, other trainings are of little use, and there is no improvement for themselves or even a waste of time. The weak concept of employee training results in bad effect of training, but also inhibits the improvement of the quality of employees. The reason is that first of all, leaders do not fully understand the significance of training, and some leaders think that "training is useless." Secondly, the enthusiasm of staff towards training is weak. They believe that training is of little practical use which will not really improve the knowledge and skills. Employees will not actively learn during training. Lastly, there is not a correct understanding of training in the company. Many people think that training is a matter of the human resources department, and training fails to draw attention of other departments and gain cooperation of senior managers. Because of these wrong cognitions, it is particularly difficult for companies to carry out trainings, which result in waste of resources rather than effective returns.

Enterprise staff training is not well-targeted

Some staff trainings are not well-targeted, and there is no customized training program for knowledge staff and professional technicians. The aim of some trainings are not well defined, and is not specific, or even in the wrong direction, which will inevitably affect the effectiveness of training and even result in ineffective trainings. The main reason is that the training is not scientifically and reasonably designed, and it does not take into consideration the difference the quality of employees. All staff takes into a same training, through which the material resources for training will be used to a maximized way. But employees are different in quality, and different trainings have different effects on them. The primary training does not work for qualified employees, while advanced professional training is undoubtedly hard to understand by beginners. They have to participate in trainings, but cannot really learn useful information from the training. Non-targeted trainings do not maximize the use of human and material resources, but instead, impact on the training results and cause resources waste.

Training method and technology are lagging behind

Training method and technology are lagging behind. Most of the staff trainings currently use teaching method of lecture in classroom, which focuses on lectures. Trainer gives lectures, and staff listens and takes notes. Such trainings focuses on knowledge transfer but attach little importance to skill training. Some trainers are accustomed to theoretical teaching. They have not mastered modern teaching methods. The old-fashioned training techniques results in inefficient training. A single method of lecture-giving can hardly achieve any good effect. The emphasis on knowledge transfer
and neglect of skill training only teach staff knowledge rather than practical ability, which is not conducive to effectiveness of training. Specific reason is that, on the one hand, there is less resources of training for company. The knowledge updating of trainers cannot keep up with the development of business and technological revolution. Many trainers do not have the perfect knowledge for training, which also led to invalid training of many companies. On the other hand, there are not enough funds for training. Sites, facilities, and equipment provided by the company during the training are limited; as a result, many modern methods and technologies cannot be applied in training. The old-fashioned training model is contrary to the development of company. The traditional training mode of AcBel Polytech Inc. which emphasizes “lecture” differs from “case study” and “group discussion” adopted in developed countries in Europe and America.

Training assessment is not well performed

The purpose of training assessment is not only to reward, punish and adjust the remuneration, but also to continuously improve the professional ability of the staff, improve work performance, and increase the initiative and effectiveness of staff in the work. Some companies make great efforts to train staff, but they neglect the monitoring and feedback of training, and do not carry out any training assessment. Staff may learn passively and at the same time, the company can't know the results of training, which is a waste of resources without any effectiveness. Managers focus on training and neglect the role of training assessment. Training assessment should be the focus in staff training as it plays a very important role in mobilizing the enthusiasm and initiative of staff and promoting the improvement of knowledge and skills. Effective assessment is conducive to effective and sustainable staff training, fostering concept of life-long learning of staff, and constructing learning-oriented company. It also stimulates the potential learning ability and adaptability of staff, and provides them with powerful structural support of continuous learning and development for staff.

Suggestions and measures to improve staff training

Establish a new concept of training

To establish a new concept and pay attention to staff training, companies may carry out measures from the following two aspects: Firstly, improve managers’ awareness of training. Only when the manager establishes a correct training concept, can the company pay more attention to training, increase investment on training, and improve the overall human resource quality of the company. Secondly, improve staff’ awareness of training. The staff of AcBel Polytech Inc. does not have a deep understanding of the training. Passive training should be transformed into active training. They must make it clear that the training not only improves the work skills of staff, but also satisfy their desire for knowledge and increase their appreciation of recreational activities and interests, and training is also an important way for staff to improve their knowledge and skills. It can be seen that companies need to make the concept of training well-comprehended by all staff, such as posters and texts posted in the company's bulletin board; in addition, the significance and function of training should be emphasized to make staff clear about the reason why they are trained, but not simply giving lectures. Lastly, create an atmosphere of conscious participation in training of staff. The ultimate goal of staff training is to form a top-down learning-oriented culture, so as to improve quality and skills of staff, and staff may keep the same pace with the development of company, and guide staff training with learning-oriented culture.

Design classified staff training program

Firstly, it is necessary to train staff of human resources department. Human resources department is responsible for the training of staff. Therefore, the concept of modern human resources management should be introduced through training, which can ensure the consistency and unity of human resources policies and training in the system, thus avoiding separation of human resources, work and training which leads to the disconnect between the training staff and using staff, and separation of training and remuneration resulting in low enthusiasm toward training.
Secondly, companies should strengthen the training for knowledge workers. Knowledge workers refer to people who work with knowledge or information such as financial personnel, information personnel, and various types of senior professional and technical personnel. Training for knowledge workers can no longer be limited to knowledge, but to provide them with opportunities of improving knowledge and abilities. Companies should be clear of characteristics of knowledge workers and provide them with appropriate training opportunities to assist their pursuit of career development.

Finally, companies should also strengthen the training of professional and technical staff. Professional and technical staff is the backbone of the productivity, development and competitiveness of a company. They master the core technology of the company and are the necessary talents for technological innovation. Companies should be clear of the characteristics of training for professional and technical staff of wide professional range and diversified training objects, and carry out professional and technical trainings to meet the diverse technical training needs through flexible and diverse training methods.

**Introduce various training methods and technologies**

**Game training**

Game training method is an advanced training method for senior managers in enterprises. Compared with the case study, the management game method is vivid and specific. It requires managers to analyze the issues in the game using the relevant management theories and principles, decision-making ability and judgment, and take effective measures to solve problems to win the game.

**Consultative training**

Consultative training is aimed at finding and solving problems. Consultative training grasps the actual situation of the enterprise through comprehensive and in-depth interactive communication and management, analyzes problems and the causes of the problems in a comprehensive way, provides targeted system training, provides practical solutions to solve the actual problems of enterprises and promotes the rapid development of enterprises through evaluation training, push training, case interactive training, follow-up counseling and system support.

**Online training**

This is a new type of training with computers. Enterprises upload text, pictures and video and audio files and other training materials on the Internet through the intranet to form an online library, and staff may learn online courses. There is rich information with online training and advantages to deliver new knowledge and new ideas, which is more suitable for adults. Therefore, online training is especially favored by powerful companies, and it is also an inevitable trend of development.

**Establish a scientific training and assessment mechanism**

The scientific training and assessment mechanism play a very important role in mobilizing the enthusiasm and initiative of staff and promoting the improvement of knowledge and skills. When establishing a training assessment mechanism, enterprises should pay attention to the following three points: Firstly, punish employees who fail to pass the training assessment. For staff that are not study hard or absent from classes, they must be severely punished in accordance with relevant regulations of company. For employees who fail to pass the exam and fail to pass make-up exam, the human resources department must take responsibility to improve the consciousness of learning of them. After training, attention must be paid to the actual results of training. A system of follow-up inspections should be established to analyze and evaluate the effectiveness of training in a timely manner. Secondly, clarify incentives for those who have achieved excellent training results. Trainees will be rewarded in different forms according to different training effects. In this way, the participation and effects training can be associated to mobilize the enthusiasm of staff toward training, allowing employees to study and participate in trainings consciously. At the same time, they will be more loyal to the company. It not only enhances the sense of corporate identity, but also reduces brain drain and loss of training results.
Conclusions

The ultimate goal of staff training is to improve the knowledge, skills, and other comprehensive qualities of staff in the company, so that the company can adapt to changes in the world, and achieve the common growth of both company and employees. The effective management and innovation of staff training is increasingly important in the era of knowledge economy. The competition of modern enterprises is the competition of talents and knowledge, and staff training is an effective way to cultivate talents, spread knowledge, and realize knowledge sharing. Companies shall attaches great importance to staff training as it will be a win-win choice for both company and its employees. Therefore, enhancing staff training is the key to the company in cultivating its core competitiveness and succeeding.

References

