

Research on the Optimization of Employee Training Management of Company C from the Perspective of Structured Training

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Abstract:The structured training model is used in this paper to identify issues with Company C's employee training management. These issues include a thorough analysis of training needs, a lack of standardization in training courses, a lack of training lecturers with the necessary skills, and an inadequate system for evaluating training. Simultaneously, the causes of the issues in Company C's employee training management were categorized and examined: the causes of the issues in the training demand analysis, the causes of the issues in the training courses, the causes of the issues encountered by the training lecturers, and the causes of the issues in the training evaluation system. This was done in order to optimize Company C's employee training management and to propose the appropriate implementation and safety measures for that purpose.

【Keywords】 Education and Training; Structured Training; Training Management

1. Literature review, research methods and related theories

1.1 Literature review

The research on the training system in foreign countries can be summarized into four periods, namely, traditional training from 1990 to 1930, behavior theory from 1930 to 1960, system theory from 1960 to 1990, and learning organization theory from 1990 to the present.

Regarding the pertinent content of training, Frederick Taylor, the father of scientific management, was the first to propose the idea of training in the early 20th century. In his book "Principles of Scientific Management," he methodically outlined the significance of employee training and suggested that workers should receive systematic scientific training ^[1]. Theoretical study on employee training did not formally enter a thorough and systematic stage until the 1960s of the twentieth century. In addition to creating a reasonably developed employee training system and

conducting a great deal of psychological research on the subject, I.L. Goldstein proposed a number of theoretical frameworks and systems, including the application, development, and evaluation of training^[2]. The theory of employee collective training was proposed by American researcher Vernon Humphrey in his 1990 article "Organization-wide Training" in the "Training and Development Quarterly"^[3]. Blanco (2014) suggested that assessing the impact of employee training is a crucial step in the training process that can help employees become more adaptable in their roles. However, there is still more research and evidence needed to support the transformation of employee training evaluation and evaluation effect, as well as more practice and application to further explore how to conduct employee training evaluation in a reasonable and scientific manner^[4].

The research direction of domestic scholars mainly focuses on enterprise employee training, including enterprise employee training system, enterprise employee training mode and method, enterprise employee training needs evaluation, enterprise employee training effect evaluation and enterprise employee training risk analysis. In terms of the research of training theory, the research of domestic scholars has the following characteristics: on the one hand, it introduces and introduces the existing research results of foreign countries, and explains the representative methods and theories; On the other hand, by combining the practical application problems of domestic enterprises, the empirical analysis is carried out, especially the training method.

Xu Yuan (2016) et al. took a state-owned manufacturing enterprise as a case to discuss the training objectives, curriculum design, teachers, training organization and implementation, and continuous improvement, and found that the training objectives should be unified with the strategic objectives of the enterprise, pay attention to cultural integration, and improve the training effect through the combination of "international-local-inheritance"^[5]. According to Zhang Ting and Wu Shun (2018), employee training should involve the investment of various company resources and should form a comprehensive system after summarizing the training needs analysis, training plan formulation, training organization and implementation, training effect evaluation, and other links involved^[6]. According to Song Guiying and Kong Deyuan (2020), there is a new path for employee training and development as a result of the growing need for enterprise employee training and development in China. How to successfully increase employee training efficiency has emerged as a crucial issue to be resolved in the context of economic sharing. Employee training and the sharing economy concept should be successfully integrated at the same time to help employees grow and create a situation where both the organization and the employees benefit.^[7] Fang Fan (2021) believes that enterprise employee training is an important part of enterprise human resource

management and an important task in the daily management of enterprises. In the era of big data, the massive quantification and diversification of information provide a broader space for the improvement of the effectiveness of employee training, but at the same time, enterprises are facing huge challenges. Therefore, the exploration of the development strategy of enterprise employee training and development based on the background of "big data" is of great significance to the construction of enterprise talent team and the development of human resource management^[8]. Yang Yuan and Pang Yongting (2021) took the front-line employees and middle-level managers of enterprises in Ningbo as the research object, and pointed out that the analysis of training needs should be strengthened, the system design of enterprise training should be improved, the career-oriented training of employees should be strengthened, and the evaluation method of enterprise training should be improved, so as to form a closed-loop model of "enterprise organization-employee participation-performance feedback-improvement training"^[9].

In general, there is still a certain gap between domestic enterprises and developed countries in improving and optimizing the talent training management system, especially in terms of independent exploration awareness and technical level. At present, there is a lack of in-depth scientific research and innovation in related research and work, which is mainly based on foreign experience, and the management experience and training mode of foreign advanced enterprises are often too traditional to be directly applied to the training system of domestic enterprises, nor can they be fully applied to China.

1.2 Research Methodology

In order to provide a theoretical foundation for the pertinent content of the literature review of this paper and the optimization of the training management of the teaching department of Company C, this paper enhances the learning of the pertinent theories and contents of training management by examining the pertinent literature, journals, academic papers, and other literature on training management both domestically and internationally. At the same time, it comprehends the research status of training management both domestically and internationally. We can gain a preliminary understanding of the current state of Company C's employee training management by conducting one-on-one interviews with employees. At the same time, we can identify the primary issues with Company C's employee training management by organizing the interview materials. Perform a thorough investigation and analysis of Company C's particular circumstances, then suggest focused solutions to address the issues facing the business and further its growth.

1.3 Structured Training Model Theory

In 2004, Wu Yuhong published an article "Construction of Structured Training

System" in Chinese Human Resources Development. In this article, from the perspective of building a structured training system, he classifies and analyzes and solves various problems encountered in the process of employee training management, such as how to analyze training needs, how to set up training courses, how to arrange training instructors, and how to implement training evaluation^[10].

The training course system, training instructor management system, training impact assessment system, and training management system are the four components of the structured training system. Before establishing employee training courses, it is required to look into the training needs of pertinent employees and do a corresponding training needs analysis. This is because the training course system is based on the analysis of training needs. Employee induction training, employee training fixed courses, and employee training dynamic courses are the three types of training programs. In order to guarantee the quality of training that the company's employees get, the training lecturer management system mandates that the organization specify and demand the training level and business acumen of the training lecturer. In order to continuously enhance and improve the employee training process, the evaluation of training effect necessitates the assessment and examination of every facet of the training following its execution. The purpose of the training management system is to include the training lecturer management system, training course system, and training impact evaluation—all of which were once mostly independent—into the enterprise management system.

The overall research on the analysis of the issues and causes of employee training management in Company C, as well as the overall study of the optimization measures of employee training management, are conducted in this paper using the structured training system.

2. On-site interviews with the staff training management of Company C

This paper created an interview survey on the company's employee training in order to ascertain the actual sentiments of Company C's employees regarding training management and the actual state of the company's training management. In order to identify the issues with the company's employee training management, provide targeted measures for the optimization plan of the company's employee training management, optimize the employee training management system of Company C, and effectively improve the quality and impact of training, the primary goal of this interview survey is to gather the opinions of the company's employees regarding the current state of training management.

2.1 Interviewees and interview methods

Company C currently has 130 employees. Therefore, a stratified sampling method was adopted for the interview subjects, and a total of 26 employees were selected

according to the proportion of 20% of the high-level, middle-level and grass-roots managers and employees according to the proportion of the department. After that, the roster of each department was randomly drawn, and the employees selected by each department were the interviewees of this interview survey. After the interview subjects are determined, the person in charge of the training department will set up an interview target group for the company's employee training management interview survey, and the follow-up relevant interview matters will be notified in the group.

Due to the work of employees, many people could not go to the company on time to conduct interviews, so the interview was conducted online, using Tencent video conference to carry out interviews, and adopting one-on-one interviews by departments, for a period of 5 days, with an average interview time of about 0.5 hours per person to complete the interview.

2.2 Design and implementation of interview content

The specific interview is shown in Table 3.1, with a total of 11 questions. The purpose of this research interview is mainly to understand the opinions and opinions of the employees of Company C on the current situation of the company's employee training management.

Table 3.1 Employee Interview Questions Table

Specific interview questions	
1.	Are you satisfied with the company's current management of employee training?
2.	Do you think company leaders value employee training?
3.	Does the company conduct a training needs survey before training employees?
4.	Do you think the current training time for the company's employees is reasonable?
5.	Are you satisfied with the current company's training courses for employees?
6.	Do you think the training instructors arranged by the company for employees can meet the training needs?
7.	What do you think of the current approach to training?
8.	Do you think the company has a sound training and evaluation system for employees?
9.	Do you think the training has helped you a lot?
10.	What do you think are the urgent problems that need to be solved in the company's current employee training work?
11.	For the company's employee training management, can you propose some measures that can be optimized?

3. Analysis of employee training management problems of Company C based on structured training model

After the interview, the results of the interview with the employees of Company C were roughly divided into the interview content and main views on training needs, the interview content and main views on training time, the interview content and main views on training courses, the interview content and main views on training instructors, and the interview content and main views on training evaluation. In summary, the 26 employees interviewed in this interview put forward the company's existing problems and corresponding optimization suggestions as follows.

3.1 Analysis of existing problems in training needs

3.1.1 Inadequate analysis of training needs at the company level

Due to the changes in the domestic and foreign economic environment, the adjustment and change of national policies in education and training-related industries, and the influence of the external dynamic environment, Company C needs to make corresponding adjustments to its own corporate positioning, development goals and corporate strategies, and the resulting training needs analysis of Company C also needs to be adjusted and changed in a timely manner to meet the changes in the internal and external environment. The training specialists in the training department of Company C's human resources department face pressure and difficulties as a result of these changes in the internal and external environment. They are unable to accurately assess the company-level training needs in a timely manner and carry out the necessary training needs analysis, which leads to the absence of the company-level training needs analysis. Thus, a professional team must be established in order to gather training demands at the corporate level in a methodical manner. Professional and thorough analysis of this is also required.

3.1.2 The training needs analysis at the sector level is not comprehensive

Due to the large number of departments in the company and the different focuses of different departments, when Company C carries out training management for its employees, it needs to analyze the professional subject knowledge and departmental job skills required by the employees of Company C to complete the department, so as to determine the training content required at the department level of Company C.

3.1.3 Lack of attention is paid to the analysis of training needs at the individual level

Company C rarely carries out surveys and interviews to analyze training needs at the individual level, and it hardly ever comprehends individual training needs, such as the distinctions between the personal training needs analyses of new and existing employees; Become familiar with the study of the training requirements for workers in various departments, roles, and skill levels. Furthermore, the feedback route for employees' particular training needs is not very reliable, making it impossible to tailor the training to each employee's unique circumstances.

3.3 Analysis of problems with the trainer

At present, the number of training lecturers in Company C is insufficient, due to the large number of employees and diverse positions, the training lecturers are far from enough for the training requirements of employees; And the teaching method is single, and the way of training employees is mainly based on the trainer teaching method, and the trainer organizes training for employees by explaining relevant training knowledge. There aren't many classroom conversations, though, and depending solely

on the training instructor's one-way explanation will hinder staff members' ability to grasp the material and reduce the effectiveness of the training. Furthermore, Company C's lecturer's job attribute is classroom instruction. The training lecturer's one-way output of the training knowledge prevents the employees' acquired knowledge from being applied to their actual work, and the employees' participation in the training will affect both the training effect and the mastery of the training knowledge.

3.4 Analysis of problems in the training evaluation system

3.4.1 There is no practical assessment in the training evaluation assessment, and the follow-up is not in place

After the completion of the training for the employees, Company C will issue the written test papers of the relevant training content to the employees who are being trained, and conduct a written examination of the relevant training knowledge. Although this can assess the staff's mastery of the training content to a certain extent, there is a lack of employees' operational assessment of the relevant training content. Therefore, in addition to the written examination and assessment of the relevant training content by the existing employees, the company also needs to carry out the operation assessment of the relevant training content by the employees, so as to effectively improve the quality of training.

In addition, the company did not conduct follow-up training evaluation of relevant training content, and did not examine whether employees applied specific training knowledge to their actual work in the future, and there was a problem that the follow-up tracking of training evaluation was not in place in the training management of employees.

3.4.2 The results of training evaluation are not highly correlated with performance appraisal

Company C will score the rating after each training for employees, which is divided into four levels of ABCD, but the rating results of the training evaluation are not highly related to the performance appraisal, and there is no gap between the performance of the employees with the training rating A and the performance of the employees with the training rating of D due to the difference in the training evaluation rating results.

4. Optimization measures for employee training management of Company C from the perspective of structured training model

4.1 Optimization measures in terms of training needs analysis

4.1.1 Establish a staff training needs analysis team

Company C should set up an employee training needs analysis team, composed of the main leaders of relevant departments, to adjust the company-level training needs analysis in a timely manner according to the changes in the external environment and

internal development.

When the external economic environment changes, national policies are adjusted and internal development changes, the company's training needs analysis team needs to hold meetings in a timely manner, discuss in a timely manner, and effectively adjust the training needs at the company level.

4.1.2 Distribution of training needs questionnaires at the sector level

When carrying out training management for employees, it is necessary to analyze the skills required by employees to complete the positions of each department, so as to determine the training content that needs to be carried out at the department level. As a result, training needs analysis forms can be issued to departments on a regular basis to determine the content of training at the departmental level and the relevant training targets.

4.1.3 Add a suggestion column for individual training needs

A thorough understanding of the training needs of employees can help the organization better target its training management efforts, improve employee enthusiasm and attention to participate in training, and improve the quality and impact of training for employees. This will help the company better address the challenges that employees face in their actual teaching work. As a result, you can include a suggestion column for employees' individual training needs. When employees have training needs, they can submit them in the suggestion column, and the human resources department's training department staff will categorize and summarize them on a weekly basis. They will then set up relevant training courses or trainers for these employees to conduct targeted training, pay attention to and meet their individual training needs, actually solve their work problems, and improve the training effect and quality.

4.2 Optimization measures in terms of training courses

Targeted training content based on the various work characteristics of employees is required to increase the relevance of Company C's employee training programs. At the same time, a range of training programs can be organized, including courses on interpersonal communication skills, time management, stress alleviation at work, teamwork, work and family balance, etc. Enhance the company's training programs for staff members on a constant basis, boost their motivation to attend training, and fortify staff training management.

4.3 Optimization measures for trainers

4.3.1 Select part-time training lecturers for excellent company employees

At present, the training lecturers of Company C are far from enough, and on the basis of the existing external lecturers, the company's excellent employees will train the lecturers part-time and design the system of part-time training lecturers for excellent employees to select the internal part-time training lecturers.

4.3.2 The training classroom of the trainer adopts a variety of teaching methods

In order to improve the current training methods, in addition to the teaching method, a variety of training methods such as role-playing + simulated post classroom, teamwork, brainstorming and other multi-subject participation and immersive experience can also be adopted. In the training process, role-playing + simulated job classroom is used to accurately connect with the characteristics of employees. Through the actual role-playing of the employees and trainers participating in the training, and at the same time conducting simulated job drills for the relevant training content, not only can the employees participating in the role-playing + simulated positions, but also allow all employees participating in the training to immerse themselves in how to use the relevant training knowledge in the real and practical positions, as well as solve the actual problems of the post, and deepen the understanding and mastery of the training content of the employees participating in the training. In addition, the employees participating in the training are also highly engaged, which effectively improves the interaction between the employees and trainers involved in the training, thereby improving the training effect.

4.4 Optimization measures in terms of training evaluation system

4.4.1 Increase the company's employees' operation assessment of the training content and strengthen the follow-up inspection

In addition to the written examination and assessment of relevant training content for employees, Company C also needs to conduct operational assessment of relevant training content for employees, so as to effectively improve the training and assessment level of employees of Company C, so as to improve the training quality of relevant training. The person in charge of the training department of Company C needs to organize the director of the training department and relevant experienced trainers to conduct operational assessment of the employees receiving training, focus on inspection, and grasp the training content accurately, and effectively apply the relevant training content to work.

Company C needs to strengthen the follow-up assessment of employees' training and evaluation, and after the training, regularly inspect the work of employees to effectively solve the problem of insufficient follow-up of training and evaluation. Summarize and analyze the data of the work inspection form, and focus on the work and ability with the lowest average as the next training content for employees.

4.4.2 Improve the training evaluation results and performance appraisal mechanism

Company C needs to strengthen the relevance of training evaluation results and performance appraisal for employee training, design a system that links training evaluation results with performance appraisal, and increase or decrease the performance

of each training evaluation result in performance appraisal. Effectively raising the training quality of employee participation in employee training will increase the training effect of employee participation in employee training, which will increase the focus and zeal of employees to engage in training. The training department will send training scores and corresponding levels of the written test and the operation assessment of the training assessment to the personal mailboxes of the employees taking the training after compiling the results of the written test and the operation assessment of the employee training.

5. Optimize the management of employee training in Company C

5.1 Manpower Guarantee

Ensure collaboration between departments. The optimization and implementation of the training management of the employees of Company C not only needs to be recognized by the top level of the company, but also requires the cooperation and cooperation of the management of various departments and the staff of relevant departments. The collaboration and cooperation between various departments provide technical support, professional knowledge support and personnel support for the optimization of training management.

Employing outside specialists in the field of training management is also essential. Whether it is through the creation of the company's employee training needs analysis team, the hiring of part-time training lecturers for exceptional employees, the coordination of the training department director and pertinent experienced trainers to conduct operational assessments of the company's employees undergoing training, or the routine work inspection of employees, the training department's support and assistance are essential to Company C's employee training management optimization measures. As a result, hiring outside specialists in training management is essential. The initial planning, precise execution, modification, and optimization of the business's employee training management strategies are the responsibilities of outside specialists in the field of training management.

5.2 Institutional Safeguards

In addition to serving as the foundation for the administration and operation of the business, the standardization and systematization of enterprise management rules and regulations also serve as the foundation for the everyday uniform work behaviors that employees perform. The employee handbook of Company C currently contains a pertinent training management system; nevertheless, the system's content is incomplete, and issues exist with the training management of Company C's staff. In the process of optimizing Company C's employee training management, a number of optimization measures must be implemented. To facilitate the implementation of these measures, a corresponding employee training system must be developed. As a result, Company C

must simultaneously work on improving its employee training management system. Training needs survey, training time planning, training content design, training method selection, training material screening, training lecturer selection, training evaluation process, training effect tracking assessment, training assessment and rewards and punishments, training costs, and other precautions are all part of the enhancement of the employee training management system.

5.3 Guarantee of Funds

Determine the annual budget for the company's employee training. Sufficient training funds play a strong supporting role in the promotion and implementation of employee training optimization measures. The training expenses of Company C's employees are roughly divided into: training needs analysis funds, training course development funds, training materials purchase expenses, training lecturer salary expenses, other training implementation expenses, training evaluation and assessment expenses, and other training-related expenses. In order to smoothly implement and implement the optimization measures for employee training of Company C, a certain amount of financial guarantee is required.

Establishing a stringent review system for employee training funding is also essential to guaranteeing the orderly advancement of Company C's optimization methods for employee training. Funds allocated for employee training must be utilized for employee training; they cannot be used for other purposes. Following approval, the staff training will be organized and implemented. To avoid misuse of training funds and other issues, the person in charge of the training will then turn over the actual employee training expenditure table and pertinent invoices.

In conclusion, this paper's research has resolved the issue of Company C's employee training management, optimized that management, promoted the building of the teaching staff, facilitated the company's seamless transformation, continuously enhanced the corporate advantages of Company C in the competition with the same track, and enhanced the company's core competitiveness. It is intended to serve as a specific guide for staff training in the education and training sector as well as for the focused training management of staff members in other establishments.

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