

Research on the Dilemma and Solution of Employee Training in China's Small and Medium-sized Enterprises

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ABSTRACT

Employee training is significant for enterprises in the environment of the internet economy. This study investigates the current situation of employee training in small and medium-sized enterprises in China using a questionnaire. The results show that 95% of small and medium-sized enterprises in the market generally have problems such as low staff training efficiency and lack of training systems. These problems have seriously threatened the survival status of the enterprises and restricted their further development. At the same time, this study also analyzes the causes of small and medium-sized enterprises' training problems. In addition, the study puts forward six strategies to improve scientificity, practicability, and effectiveness, such as pre-job training need analysis and training planning and design.

Keywords: *Small and medium-sized enterprises, employee training problems, training strategie*

1. INTRODUCTION

With the market's rapid development and increasing competition in the industry, talents are the most valuable resources in the development of businesses. Suppose enterprises want to gain a firm foothold in the complex and changeable internet environment. In that case, they need to keep pace with the times, strengthen their attention and investment in employee training, establish a systematic and complete enterprise employee training system, and constantly improve employees' comprehensive quality. They also need to ensure that the knowledge and skills of employees keep pace with market development and job requirements. China's small and medium-sized enterprises face many problems, such as high competitive pressure, the low relative quality of employees, lack of ability, severe erosion of market share, difficult survival situation. However, there are many problems in the training of small and medium-sized enterprises, such as the leadership not paying attention, the employees not being active. Therefore, this paper will systematically summarize the problems existing in China's small and medium-sized enterprises before, during, and after training and summarize and analyze the deep-seated reasons to put forward targeted countermeasures.

2. ANALYSIS OF PROBLEMS IN EMPLOYEE TRAINING OF SMES IN CHINA

2.1. The training courses lack practicality, and the content lacks pertinence

There is a mismatch between training content and training needs, and it is not integrated with the actual position and market development. The training follows the school education model and is conducted in lectures and reports. The trainer speaks on the stage, and the trainees listen from under the stage, which lacks interactivity and operability. Small and medium-sized enterprises do not have a specialized training department. The training department does not start with the knowledge, skills, psychological quality, and other aspects that the job should have to develop a training plan. It does not combine the actual training needs of the trainees with career planning and existing job requirements to design training content. The training content is broad and straightforward but lacks pertinence and depth. Curriculum content and activity design are regular and standardized, and training input and output are not equal, resulting in a waste of training resources.

2.2. The training system lacks systematicity, and trainees lack enthusiasm

SMEs in China have not established a complete training system. First, there is a lack of overall corporate training planning and evaluation in the early stages of training, including corporate strategic planning, employee management planning, and project planning. At the same time, the early training stage lacks a whole assessment of employee training needs, an assessment of employees' existing knowledge, skills, and attitudes, and training planning. Feasibility assessment of the plan, etc. Mid-term training lacks practical implementation of corporate planning. It lacks follow-up evaluation and timely adjustment of employee participation, employee feedback, training content, training methods, and courses in the training process. In the later stages of training, there is no training evaluation on the achievement of training objectives, training effectiveness, training conversion rate, and the role of training on job performance. Training is just a formality. SME employees are not aware of the importance of training and are biased towards training, believing that training is useless, delays work, and affects salary. Therefore, the training application rate is low, the attendance rate is low, the training time is not actively involved, the task completion rate is low, the training conversion rate is low, and the training effect is not good.

3. ANALYSIS OF THE CAUSES OF PROBLEMS IN SMES' EMPLOYEE TRAINING

3.1. Management does not pay much attention to training

The management's attitude towards training will affect the moods of ordinary employees. Managers of small and medium-sized enterprises in our country do not pay much attention to exercise due to the limitations of their knowledge, ability, and experience. In addition, the lack of engagement of managers in training may be manifested in the absence of allocation of training costs and a lack of long-term training cost planning. Training costs are the prerequisite and basis for training activities. If there is no cost to support, the training center cannot invite suitable trainers, rent teachers, use multimedia facilities and equipment, and ultimately cannot guarantee the normal development of training.

3.2. Lack of training needs analysis and preliminary training planning

Before the training, small and medium-sized enterprises did not conduct market research and internal research, which caused the training content to be out of touch with market demand. At the same time, internal

employees were not interested in the training content, and the training content was not related to the employee's position. The lack of pre-training plans and the independence of each department result in limited curriculum design. Meanwhile, there will be problems such as unreasonable allocation of training resources and insufficient training funds.

3.3. Lack of training evaluation, assessment, and incentive mechanisms

At present, small and medium-sized enterprises have not formulated related training incentive policies. As a result, employees' enthusiasm for training and learning declines because they are afraid of delaying work and affecting their salary. Small and medium-sized enterprises have not developed an evaluation mechanism, leading to the emergence of training for training purposes. Exercise has become a routine matter. The training and assessment mechanism and content of small and medium-sized enterprises do not match the training content, resulting in a lack of motivation and low motivation for employee training.

4. THE SOLUTION TO THE DILEMMA OF SME EMPLOYEE TRAINING

4.1. Strengthen the attention of the leadership

The leadership should emphasize training, change traditional concepts, and coordinate with all departments to make training plans, support, and assistance. Strengthen the creation of a corporate training culture for all employees, create an environment and atmosphere conducive to training, reward departments that value training and make more outstanding contributions to the organization through training, and criticize, punish, and even post positions for departments that have not paid much attention to training for a long time[1]. In addition, in terms of human resource training cost planning, we must pay attention to training cost planning and coordination and guarantee the implementation and development of various training plans from the capital.

4.2. Do a good job analysis of pre-job training needs

The strategy of an enterprise determines the development direction of the enterprise. The enterprise needs to undertake a strategic analysis, then define the appropriate training strategy and specialized training plan based on the enterprise strategy, and finally, construct a strategic-oriented enterprise training system. At the same time, companies should strengthen organizational analysis and establish a training system that corresponds to the actual situation of the company by analyzing the organization's work content, the correspondence between responsibilities and powers, the qualifications of each

position, the relationship structure between various departments, and the company's culture. In addition, the company analyzes the existing competence and quality of employees, compares the job requirements, finds the gaps in employees, and finds a breakthrough for further training, which is conducive to training the right medicine and improving training efficiency. Finally, the company needs to analyze the employee's career planning and conduct targeted training based on the employee's development plan. Only in this way can the training enthusiasm and participation of employees be improved [2].

4.3. Do an excellent job in planning and designing staff training

The training plan of the enterprise needs to obey and serve the strategic development goal of the enterprise. At the same time, it needs to reflect the plan's scientificity, rationality, advancement, and foresight. Therefore, staff training planning and design should be carried out carefully. To ensure science and rationality, companies need to hold special meetings on training planning to conduct systematic demonstrations, discussions, and evaluations on all levels of the planning. The leadership should communicate horizontally with various departments and between the upper and lower departments. Experts and scholars can participate in the conference and discuss together if necessary. The training plan should be adjusted on time according to the actual situation of the enterprise and the changes in the internal and external environment. Finally, a specific, clear, and feasible training plan should be written.

4.4. Choose the proper training method and trainer

Corporate training methods generally include internal, external, and online training. For companies, the training method to be adopted should be determined according to the purpose of training, objectives, targets, content, and funds. Generally speaking, the training of senior management, the training of new knowledge, new skills, and new policies, the training of theoretical knowledge, the training of job certification, and the training of educational qualifications need to use external training methods for centralized training. In contrast, the training of professional skills is generally used [3]. The company's senior professional and technical personnel can be selected as trainers to learn while practicing internal training methods.

4.5. Do an excellent job in curriculum design and resource development

The course should be designed to follow the evolution and changes in the internal and external environments and the organization's stage of development. The ever-

changing environment requires continuous updating of knowledge and skills. At the same time, companies at different stages of development will have different training needs, and the design of courses is also different. For example, in the initial phase of enterprise development, it is necessary to improve entrepreneurs' marketing, public relations, and customer management capabilities. In addition, the design of training courses should pay attention to methods and methods, follow adults' cognitive law, and create assessment standards that should focus on quality and efficiency, avoiding score-only evaluation methods. It is necessary to strengthen the link design of the course, add the discussion and interactive links, and choose training methods conducive to mobilizing employees' enthusiasm to learn and the knowledge content that is useful and can be transformed into actual productivity. Finally, before personnel training, training task lists, training learning materials, job guides, student manuals, and other printed materials can be issued in advance, so that students can understand the training objectives, training schedules, training tasks, training content, training locations, etc. in advance. And so on, helping to improve training efficiency [4].

4.6. Formulate clear training incentives, evaluations, and assessment policies

First, small and medium-sized enterprises need to formulate clear training incentive policies to ensure that employees' basic salaries and corporate benefits are paid during the training process [5]. Even material and spiritual rewards are given to those who perform well. Accommodation and transportation expenses during the training period can be reimbursed or subsidized. Secondly, during and after the training, real-time follow-up evaluation and overall process control are carried out in the pre-training period to ensure that the training process is consistent with the training plan. Finally, link the trainee's participation attitude and task completion with rewards and punishment measures, performance compensation, emphasize quality and other substantive assessments, and establish an integrated mechanism for training and evaluation, performance, and salary management to ensure employees' skills after training get actual use and play, and through the play of the role, carry out corresponding appreciation and salary increase [6].

5. CONCLUSION

In short, SMEs need to increase their emphasis and investment in training in the face of severe survival conditions. Training is a systematic project. There are four balances to be achieved: maintaining a balance between human resource planning and training investment; maintaining a balance between normal production and training projects; and between employee training needs and sources of teachers; Maintaining a balance;

maintaining a balance between employee training and personal career planning. Integrate planning, evaluation, assessment, and incentives throughout the entire training process, strengthen supervision, control, and restraint so that the whole company can form a good atmosphere that emphasizes training, teaches training, loves training, and uses training, and gives full play to the actual effects of training—sustainable development of a learning organization [7].

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