

Research on the Situation and Problems of Staff Training in Enterprises——Illustrated by the Example of a Supermarket in Baotou

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Abstract. Staff training is the most effective way to obtain a competitive edge of a company, as well as to achieve a win-win situation. This paper offers some suggestions to the staff-training plan of a supermarket in Baotou through the analysis of its current status and problems.

Introduction

At present, the knowledge economy has been in the mainstream, and the talent competition is becoming more and more intense in the competition among enterprises. Talent is recognized as the core competence and primary productive force in any enterprise.

Staff training is an important input to the workforce investment of enterprises, for its ability improve the management and staff skills, and to establish new working methods, as well as to enhance their dedication to their posts, thus, it is a significant exploitation of human resources. In combination with the example of the problems in the staff training of a supermarket in Baotou, this paper illustrates the importance of well-organizational staff training, which can be used for the study on management and development of enterprises [1].

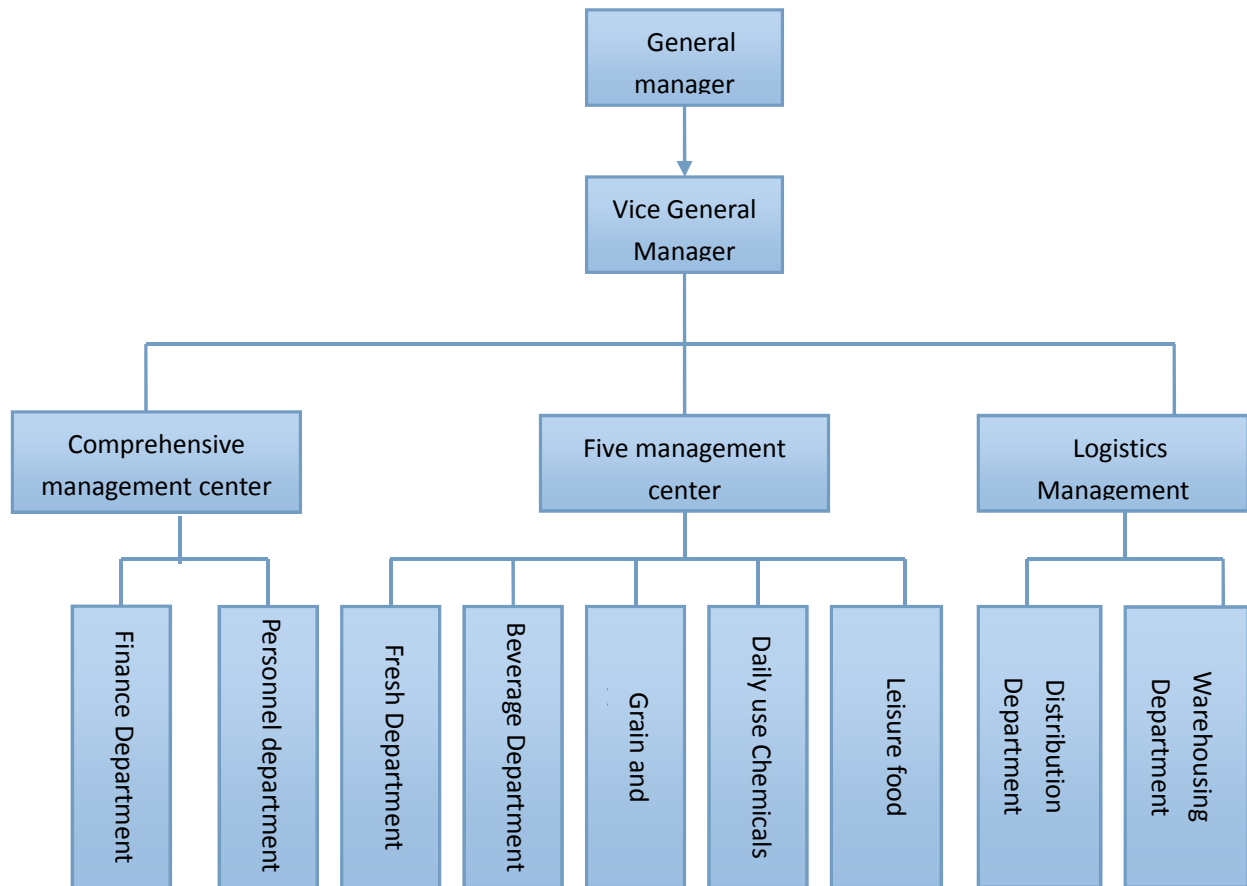
Analysis on the Status Quo of a Large-scale Supermarket in Baotou

Overview of the Enterprise. The supermarket was founded in 1994, in Baotou, developing from a store in occupation of only a hundred square meters, to a top 100 commercial corporation of nearly 4000 employees, and annual sales of more than one billion yuan. In the July of 2008, it started an upgrade scheme to refurbish its stores, and to establish 300 SPAR fresh food supermarkets in two years.

This supermarket has been in a sincere cooperation of equality and mutual benefit with its partners. It aims to provide quality products to the consumers with the most favorable price and the best service, to create an image with fashion, leisure, freshness and great value [2].

According to a survey, the supermarket has 82% female staff and 18% male staff. In the education background, 13% of the staff have a postgraduate degree or above, 31% a undergraduate degree, 34% a junior vocational school degree, 15% a secondary vocational school degree, and 7% a high school or junior high school education.

Framework of the Organization.



Current Situation of Enterprise Staff Training

Training Organizations. There is a lack of well-organized department for staff training in this supermarket. The special training center has not been established. The person in charge of the implementation and development of staff training is the human resources manager, plus a reserve cadre graduated 2008, who has been working in the Human Resources Department for 3 years [3].

Training Team. New employees will be trained by the specialists in human resources department, their vocational instructor, and the manager in the department of human resources is in charge of their career planning and training. In addition, the five ministers are responsible for the staff training in the forefront production line respectively. Each instructor will get the payment of 80-100yuan each class, 2 ~ 3 hours in length.

Training Courses and Methods.

| Content | Lecturer | Trainee | Training mode |
|-----------------------------|---------------------------|---------------|---------------|
| Job training | Training specialist | New employees | Lectures |
| Professional skill training | All ministers | New employees | Practice |
| Enterprise Education | Administration specialist | New employees | Multi-Media |
| Service Education | Training specialist | New employees | Practice |

Analysis of the Problems in the Training

Insufficient Understanding of Staff Training of both Corporate Executives and Staff . First of all, this supermarket fails to combine new concepts of human resources management with new ideas of training; sales and operation are still priorities, the atmosphere of a learning organization is not established in the enterprise, and there is insufficient career planning in the staff training [4]. Secondly, employees have little enthusiasm for the training, believing that staff training is merely an imitation of that of other large organizations, and that it has little use improving their skills. Besides, if the arrangement of the training schedule is unreasonable for the staff to participate, it will greatly diminish the enthusiasm of the employees.

Lack of Training Objectives. The poor result of staff training is partly due to the fact that there are no scientific training objectives. Although training plan has been set up, there is no special emphasis in the training courses. What's more, training objectives are not mentioned, making it difficult to further improve the training work [5].

At present, the supermarket is still in its startup days, whose training goal has been to improve operational efficiency for a long time, which is inadequate for the long-term development of the enterprise; the consideration for employees' career planning is deficient, as well as the learning organization culture, which fail to encourage employees to enhance their ability, resulting in a modest quality of employees.

Unreasonable Training Scheme. Training scheme plays an important role in the strategy made by an enterprise. To analyze the specific needs in the training, the supermarket mainly collects the data in a questionnaire survey [6]. The results from the questionnaire show that generally the ministers have not received much education, lacking a thorough understanding of the needs in improving employees' quality. What's worse, the ministers do not pay much attention to the survey and fill in the questionnaires at random for a hasty completion, which greatly diminishes the reliability of the survey.

Furthermore, the lack of scientific guidelines makes the training fail to meet the needs of the employees, resulting in the blindness and arbitrariness in the training. Therefore, the training turns out to be of little use practically, which discourages the staff from participating.

Lack of Effective Training and Evaluation System. The supermarket only focuses on course design of the training with little attention to the importance of evaluation. Instead of setting up a training evaluation system, it only requires employees to take exams until they pass. Meanwhile, the results of the evaluation are not fed back as the basis for the training planning and training needs analysis afterwards [7].

An incentive system for staff training has not been established, providing no material or spiritual reward, nor any promotion for participants. The executives and employees attach little importance to the training, not regarding it as an approach to improve the enterprise, thus employees have not transformed from "I have to learn" to "I want to learn". As a consequence, the cycle of "training - improving - training again - improving more" has not been established, which, to a large extent, will have an impact on the results of training.

Solutions to the Problems on Staff Training

Reasonable Training Objectives. First of all, entering a period of rapid growth, the supermarket should integrate the training objectives not only with the long-term strategy of development, but also with employees' performance appraisals and post responsibilities.

Secondly, it should design appropriate courses for the training so that employees can grasp what to improve and what reward to receive after the realization of their goals.

Thirdly, the "learning organization" is to be positioned as the long-term goal of staff training. Last but not the least, information should be able to flow freely from higher levels, keeping a regular communication between managers and employees [8].

Scientific Training needs Analysis. First of all, considering the poor condition of the training need survey, the supermarket is suggested to offer spiritual or material rewards to the ministers

making contribution to the rationalization of the training plans, which will arouse the enthusiasm and inspire the creativity of the employees. Managers should lay more emphasis on post and staff while making analysis about training needs. To avoid the use of a single method, they are expected to make the best of different methods such as interview and questionnaire to produce better analyses.

Secondly, the weakness in the work should be detected according to the theory of insufficient performance [9]. It is suggested that the supermarket aim to make adjustment on the basis of the gap between the ideal state of the employee performance and that in reality, in the hope to bridge the gap through training and that the training scheme will become more scientific to enhance the overall quality of employees [10].

More Regards to Staff Training. It is highly recommended that the supermarket should invite experts outside to train its leaders on human resource management, in order to make all the staff recognize the importance of the exploitation of talent and the creative function of training, and the leadership realize the forward prospect of staff training.

In addition, training knowledge should be popularized among junior employees. Quality articles should be assessed, awarded and issued on the supermarket journal; a supermarket website should also be established and open special columns to keep track of the training courses and its results. In short, training concept needs to be strengthened to deepening the understanding on training [11].

Training and Incentive System. In the implementation of the training, the staff's attitude is mainly negative. The leadership should improve the incentive system, and promote the use of credit system, which requires certain credits for the employees in different stages and different standards according to their department and rank. Secondly, incentives should be clear to staff achieving high scores after the training, and staff recruitment also needs improvement, relating training to employees' career [12]. Thirdly, top managers should also participate in the training corresponding to their position under such system.

Conclusion

The analysis above highlights a number of problems, which impacts the effectiveness of staff training and the decline in the performance of the enterprise. This supermarket is on the way becoming a new business, whose continuous expansion makes it staff training urgently necessary. This paper only provides a staff training scheme as suggestion, and its implementation needs the cooperation of each department, and the support of all the staff, especially the support of the leadership. Today, the competence of an enterprise in a market economy is determined by the talent it has, in other words, the quality of the workforce it has. To win the competition of talent, the supermarket should make every effort to improve the training mechanism, and establish a systematic and scientific training system to form a match for the long-term strategy. Only in a refined training atmosphere, can employees be able to master new knowledge and skills in a better and faster way, and applied them to specific work, which can create a win-win situation for both the enterprise and the employees.

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