Research on Analysis of Small and Medium Sized Enterprises’ Training Demands

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Keywords: Human Resources Management, Analysis of Training Demands, Assessment.

Abstract. It is the first link of training to analyze employees’ training demands. Through analyzing training demands, expected effects can be determined. However, there are some common problems in the analysis of the training demand of SMEs, such as inaccurate data, unclear effect, poor evaluation and feedback, lack of direction and improper analysis. In order to realize good analytical effects of training demands, enterprises should improve the accuracy of data, emphasize importance of analysis of training demands, establish effect assessment and feedback systems of analysis of training demands, and the training demand analysis can be carried out effectively according to the position determination training demand analysis method, so as to improve the level of analysis of training demands overall.

1. Introduction

It is the first link of training to analyze employees’ training demands. Competition among contemporary enterprises is becoming much fiercer. As long as enterprises want to get opportunities for development, they must continuously improve themselves, improve their soft power, carry out analysis of training demands well, strengthen management of employees’ training, and acquire advantages in competition. It restricts sustainable development of enterprises to some degree. Small and medium sized enterprises should use concepts and methods of modern enterprises’ human resources management, combined with reality of development, comprehensively lean about training demands, positively carry out analysis of employees’ training demands, and improve training effects. Only in this way can enterprises stand out in competition of soft power and provide continuous power for development of enterprises.

2. Major Problems in Analysis of Small and Medium Sized Enterprises’ Training Demands

Analysis of training demands means before planning and designing every training activity, training departments adopt various methods and technologies to systematically discriminate and analyze purposes, knowledge and skills of the organization and members, so as to determine necessity and contents of the training. At present, there are mainly several problems in analysis of employees’ training demands.

2.1 Information in analysis of training demands is not accurate and comprehensive

Date that most small and medium sized enterprises referred to in analysis of training demands are not accurate and comprehensive. Some of them are old data used in previous years, and the training needs are analyzed accordingly. Since data collected previously have no high referential value, information in analysis of training demands is not accurate and comprehensive, which makes planning ineffective. The main reason why data that enterprises referred to are not accurate is the changes of operational environment and rapid development of enterprises. Some lack mature concepts of analysis of training demands, causing the problem that planning of training demands is not timely adjusted and corrected according to the pace of the times. Some lack senior managers and do not have a command of date analysis, update and collect date timely and effectively. Thus, these enterprises have old date. If data that enterprises referred to in analysis of training demands
are not accurate, it is impossible for planning of training demands to adapt to the present environment. It is difficult to get expected effects from planning of training demands on the basis of it, which leads to lack of effectiveness of planning of training demands.

2.2 Functions of analysis of training demands are not fully emphasized

In concrete work, small and medium sized enterprises often ignore importance of analysis of training demands. Since employment pressure is large in China and the supply exceeds the demand in the talent market, most current funds are used to buy raw materials and equipment in the aspect of resource distribution. Besides, most small and medium sized enterprises have no special training departments. There is even no definite division of labor in training for employees in human resources. No special employees are responsible for training. It is because there are no definite divisions of labor and professional human resources management knowledge is lacking that functions of training demands analysis are not fully emphasized and training is arbitrary. On the one hand, the reason is that the scale of small and medium sized enterprises is small and decisions are made by managers, namely, bosses [1]. Concepts of training demands always come from personal awareness of managers. They are largely subjective, lack extensive thoughts and objectivity, and finally lead to limited decisions. On the other hand, top managers of some enterprises subjectively think training is waste of costs. There are few budgets for training. Training sometimes means teachers teach students and old employees lead new employees. They do not employ professional training teachers to organize professional employees’ training.

2.3 Effects of analysis of training demands lack assessment and feedback

Some small and medium sized enterprises cannot realize their training purposes and get good training effects after organizing the training, so that they can hardly get true information of training demands. The reason why effects of analysis of training demands lack assessment and feedback is that there is a lack of strict test systems and achievement feedback systems in the process of training. On the one hand, enterprise lack mature assessment mechanisms. Their assessment is about familiarity of operation for a new employee, and ignores effects in actual work. On the other hand, after the training, enterprises do not assess or give feedback on effects and acceptance of the training for employees. They do not emphasize opinions and suggestions of employees on training and do not control actual effects of training, which leads to a lack of experience and disadvantages for reference from the previous training for the next one. Analysis of training demands gets caught in a vicious circle, making training lack purposes and practicality.

2.4 Analysis of training demands lacks direction

Analysis of some small and medium sized enterprises’ training demands is too general and rigid. Previous education standards are conservatively adopted, and previous methods are not fully and flexibly adjusted. It is mainly expressed in: 1. enterprise managers do not consider flexibility of work and generally lump together training demands of various posts; 2. most analyses of demands do not reflect actual training demands of posts. Some analyses of demands are applied to analyses of demands of other enterprises mechanically. They do not consider reality of their posts and work out a set of their own analyses of demands. Based on multiplicity of posts and skills, enterprises should have worked out scientific and effective analysis of demands proper for their departments according to different requirements of posts and skills. However, in actual operation of enterprises, it gets an outcome cross to the purpose.

2.5 Lack of improper analysis of training demands in the aspect of employees

Analysis in the aspect of employees includes analysis of the gap between employees’ actual ability and the ability required for the work. There are mainly two reasons why analysis of enterprises’ training demands is improper in the aspect of employees. Firstly, with the development of business scope and business itself, the contents and forms of work in some department have changed a lot. Thus, requirements in enterprises’ development for departments and posts are not invariable [2]. Enterprises should systematically analyze characters, abilities and skills of
employees, command advantages and characteristics of employees, use the best employee at the key post, so as to maximize benefits of enterprises; secondly, enterprises ignore positiveness of employees. There is no comprehensive and mature mechanism of rewards and punishments for employees’ training. It is difficult to motivate positiveness in training, leading to bad effects of training. Training demands that enterprises acquire do not truly reflect, leading to the lack of reference for the next phase. Blind training planning will lead to failure in expected training effects. Efforts of enterprises cannot get corresponding rewards.

3. Strategies of Small and Medium Sized Enterprises’ Analysis of Training Demands

3.1 Use scientific information collection methods for training demands

Survey and analysis of employees’ training demands are the solid foundation of employees’ training. Firstly, analyze the difference between present situations and purposes of the organization, so as to find out concrete information of the difference from employees at all posts and discriminate which can be solved through training and which cannot. For those can be solved through training, enterprises should analyze in the ideal status what knowledge and experience employees at every post should have and how familiar they should be with skills they need to have. Secondly, analyze present situations of relevant employees and determine their levels at present. The difference between ideal and reality is the key problem that needs to be solved urgently for enterprises. At last, find out reasons for the difference. If it is insufficient abilities of employees that make purposes of the organization difficult to realize, enterprises should analyze training demands for personal career development planning and determine training demands of the organization, so as to improve accuracy of data of analysis of training demands.

3.2 Improve importance of analysis of training demands

On the one hand, senior managers should improve the usage rate of resources. They should put more capital in training, positively carry out various selection and employment of trainers to select more excellent trainers for enterprises and give employees more opportunities of positively participating in training, which can improve employees’ skills and more effectively make contribution to construction of enterprises. Enterprises should bring important components and key functions of training in organizing human resources management and development, because training is an important way of organizing human resources asset appreciation, an important way of improving enterprises’ organization benefits, and an important way of improving employees’ quality and value. On the other hand, human resources departments need to reorganize staffing to assign employees with higher professional skills to be in charge of human resources. Enterprises can set up special training departments to collect good ideas and extensively listen to employees’ opinions and suggestions. Finally, enterprises should fully use the method of purpose analysis, PEST and SWOT to analyze market demands in and out of enterprises, so as to determine the training direction, training demands, systematically divide labor, analyze and define training demands.

3.3 Set up effect assessment and feedback systems for analysis of training demands

Procedures of setting up effect assessment and feedback systems for analysis of training demands: first step, carry out effect assessment. First of all, carry out comprehensive and accurate achievement feedback or acquire current materials of the enterprise to confirm the difference between employees’ behaviors, characteristics and ideal achievements of Guangzhou Diming Fashion Co., Ltd.; secondly, confirm reasons for the difference; finally, choose proper measures to eliminate the difference. Second step, carry out achievement feedback [3]. Firstly, report schedules and achievements, give feedback to every employee. Secondly, the enterprise must carry out achievement analysis and improvement, further analyze employees’ achievement according to results of achievement feedback, determine the next measure for improvement and clearly communicate with employees. Finally, Guangzhou Diming Fashion Co., Ltd. should realize effective
distribution of assets, analyze historical data for reorganization, provide stimulating mechanisms and work out plans for next training demands.

3.4 Determine methods of analysis of training demands according to posts

Small and medium sized enterprises should adopt different methods of analysis of training demands according to every key point in work to make analysis of training demands more oriented. The method of determining analysis of training demands according to posts should take actions that suit local circumstances to make sure the method is proper. Enterprises should not only analyze standards, characteristics, required knowledge and skills, safety and points for attention to provide reference for training demands and assessment, but also analyze workload, consumption of time, etc. For example, the characteristic of administrative departments is complication but short time period required. The characteristic of human resources departments is low workload but carefulness. When carrying out training for employees in these two departments, emphases are different. Enterprises should determine methods of analysis of training demands according to posts and adopt different methods of analysis of training demands according to different situations.

3.5 Effectively carry out analysis of training demands individually

Firstly, carry out the analysis of work. Before working out instructions of work for employees, enterprises must carefully analyze the work and determine quality, difficulty, required conditions, abilities and experience of work. At the same time, human resources departments should utilize face-to-face talks and systematic analytical tools to discriminate professional abilities, logical judgement abilities, social interaction abilities, psychological abilities and concentration in work. Secondly, enterprises should create innovative and stimulate internal environment and implement open communication, so as to realize close cooperation between departments and bring functions of the group into full play. Besides, regular assessment and design of posts make work challengeable with achievements. At last, enterprises should organize pre-service training. After target persons are strictly and effectively trained, considering appropriateness for posts, most of them will fully realize their value in work. On the basis of it, enterprises should make further efforts to correctly analyze the positions, create beneficial stimulating environment in the enterprise, bring employees’ potential and improve their positiveness in work.

4. Conclusion

Analysis of employees’ training demands is important content of human resources management for enterprises. Without scientific analysis employees’ training demands, enterprises cannot effectively manage employees’ training and the usage rate of employees cannot be the maximum. The talent strategic purpose of enterprises will be influences. Finally it will influence benefits of enterprise. Many small and medium sized enterprises do not do well in employees’ training demands. Thus, these enterprises should carry out scientific analysis of employees’ training demands. Only in this way can enterprises reasonably determine posts for employees and adopt the most effective method to promote maximum of interests and optimum of benefits.

References