

About Enterprises' Need for Human Resources Training

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Abstract. In the era of knowledge economy, human resources training for enterprises is given new functions. Training now aims at the creation and sharing of effective knowledge in a broader sense. Today, enterprises need to reach their business goals, while organizations need to reach their goals, obtain resources and then allocate the resources; in order to reach all above goals, they shall at first help the employees to develop their intelligence, cultivate their ability, and improve their knowledge and skills, finally raise their ability of knowledge innovation. In other words, enterprises and organizations shall make the human resources training the main form of employees' life-long education and a necessary part of organizations' development, thus making human resources training a common need for the society.

The training theory in modern West is nearly perfect through the development in more than a century. After Taylor, the classical management theorists in the United States, and also the "father" of scientific management, firstly put forward the theory of "training" in his book *Principles of Scientific Management* published in 1911, a variety of training theories have been created and applied in practice: the early scientific system training, people-oriented training, training via management education, human capital training, training via behavior change, training via analysis and evaluation, collective training, training through life-long education, learning organizations, etc. All these theories can be roughly divided into three periods: traditional theory (1900-1930), behavioral science (1930-1960) and systems theory (1960 till now). These training theories elaborate from the different angles and enriched the theory of modern training system.

In today's era of knowledge economy, human resources training is also given a new function. Training now focuses on the creation and sharing of effective knowledge in a broader sense, rather than teaching knowledge and specific skills. Human resources training have different definitions in different countries. For example, it is called "vocational training" or "staff's vocational education", "continued vocational training", or "vocational training in enterprise" in European countries like Britain, France and Germany; it's called "vocational training" in Asian countries like Japan and Korea; it's called "job training" or "employee education" in China. In developed countries, the human resources training is almost synonymous with enterprise's human resources development and management. An enterprise has the demand of human resources training mainly because of three common reasons:

1. Employees want to raise their intellectual level and learn new skills, so the human resources training play an important role as the main form of lifelong education.

In the evolving competitive environment, an employee's career development is instable. If he has the opportunity of training to learn new knowledge and new technologies, he will feel very inspired, because training can be a guarantee for the future development. The management philosophy of "learning organization" has become the most popular since the 1990s, and many companies are trying organizational learning and encourage employees to keep on learning. Therefore, an enterprise will be very attractive if it provides its employees with opportunities for learning and more experience. Because of this, some employees think it more important to get training opportunities and challenging research than wages or benefits. Some excellent companies such as General Electric Company can still attract talented people even though they do not promise the opportunity for promotion, because employees see them as a place to learn, and as profound experience in their resumes.

From the individual level, in order to get the employability by companies or further develop themselves, employees hope and are willing to use the organization's resources to study and develop appropriate knowledge, skills and attitude. Staff training in general refers to a process where modern enterprises plan and perform education and training on staff in a certain period of time via one or more appropriate media and various forms of learning, to meet the needs of business development and personnel training, so that employees can continuously improve their knowledge, skills, attitudes to work, etc., then farthest match their functions with their current or expected positions, and finally improve their current and future job performance. By doing this, the organization can adapt as fast as possible to the changes in the knowledge structure, technical structure, management structure and personnel structure brought by the social development. On one hand, the learning process will motivate employees to constantly update their knowledge and skills to meet requirements from the new work, serving the competently to their current work; on the other hand, it will improve staff's professionalism and management level, preparing them well for more important work and more advanced positions in the future, and achieving virtuous circle of human resource development in the organization. The training should cover the whole staff: from the senior management team to general staff; the training content should cover all aspects in the internal affairs of organizations such as production, operation, and management. At the same time, the training should also be embodied in plans by adding it into the organization's development plans, so as to form a training system including training needs analysis, training course design, training teacher selection, training implementation monitoring and training effect evaluation, thus strengthening the importance of the training department as the main body in development and management of human resources. Training, as a main form of lifelong education, plays an important role in staff's intellectual development and skill training by providing a strong guarantee of human resources for organizations to realize the strategy and achieve the objectives, enabling enterprises to gain more advantages in the competition,.

II. Enterprises need to reach their business goals, optimize and update staff's knowledge structure and skills, which set up clear goals for human resources training

Intellectual capital is a knowledge-based company's core resources. Intellectual capital is valuable knowledge that can bring the profits for the enterprise, and it is a part by which the enterprise's market value is higher than its book value. Thomas Stewart points out that intellectual capital includes human capital, structural capital and customer capital, while intelligence, which can be used to create value, is the major resources of a knowledge-based enterprise. Capital Stewart believes that the reason why a "knowledge-based" enterprise is named with "knowledge" is that knowledge is more important than any other factor inputs; in other words, employees' intellectual capital (such as knowledge and skills) dominates over physical capital or financial capital in an organization. In today's world, the international competition is in fact the talent competition. To achieve development, a knowledge-based enterprise needs a lot of innovative talents as its support. Innovative talents are important for an enterprise not only because they can make full use of modern science and technology to improve efficiency, but more importantly, because they have the knowledge innovation capability, which is the source of a knowledge-based enterprise to obtain and maintain a sustainable competitive advantage. For a knowledge-based enterprise, innovative talents are the talents who have innovative foundation, innovation awareness and innovative approaches, and can get innovation achievement. Innovative talents are not born to be innovative, but mostly grow to be innovative after given proper learning and training. Therefore from the perspective of human resources training, after fully understanding the strategic position of training in the challenges of a competitive process, to strengthen the knowledge innovative personnel training, many knowledge-based enterprises have paid great attention to establishing a comprehensive training mechanism and system for innovative talents, and providing a wider range of training programs and courses. In the era of knowledge economy, with an endless stream of new knowledge, the updating cycle of knowledge continues to shorten. Therefore, the key for an enterprise to gain competitiveness advantages is to develop its intellectual capital and quickly update its knowledge, which means learning must become an ongoing activity, especially for a knowledge-based

enterprise. Only by constantly updating the old knowledge, can employees acquire new knowledge and create new knowledge. In order to remain competitiveness and competitive advantages, a knowledge-based enterprise must urge its staff to keep learning, acquire new knowledge from any possible sources, and constantly progress knowledge innovation. The development of a knowledge-based enterprise must rely on intellectual capital rather than physical capital, which is the main feature of a knowledge-based enterprise.

From the operational level, in order to achieve its business objectives, an enterprise must optimize and update the staff's knowledge structure, and improve staff's skills, to improve the staff's overall quality level, and effectively promote the organization's development. After training, the staff can not only make full use of modern scientific and technical knowledge to improve their work efficiency, but more importantly they can improve their ability of knowledge innovation, such as ability to creatively solving problems, developing new technology and new products, ensure that they are competent to do and then complete specific tasks. This knowledge innovation ability is a source for a knowledge-based enterprise to acquire and maintain sustainable competitive advantages., and this kind of development in knowledge innovation capability is an important part of human resource training in knowledge-based enterprises.

III. Organizations need to reach their goals, obtain resources and then allocate the resources, which will all rely on the improvement of the staff's technology and skills, so we can say the human resources training becomes a necessary part in the development of an organization.

From the organization level, only after the employees' knowledge and skills are improved, may the organization's goals be achieved, may the organization resources be acquire and rationally allocated. Therefore, as a necessary part in the development of the organization, the human resources training have its obvious strategic importance. With the rapid development of knowledge economy, the unprecedented fierce market competition has brought enormous pressure to the organizations and individuals. Both enterprises and employees themselves are increasingly aware of that, facing with the condition of shortened cycle for knowledge update in the knowledge economy era, we must carry out lifelong education. In other words, during the whole process of enterprises' development and staff's growth, we must always establish new ideas, learn new knowledge, master new skills and cultivate new capacity. The lifelong education will become the motive power for the organization to catch up with and even go beyond the times, and help the organization achieve its strategic goals, rationally obtain and allocate its resources. In order to create an atmosphere for continuous learning and innovation, we shall build an organization atmosphere where employees feel happy, energetic, enthusiastic and comfortable for interpersonal relationship, promote knowledge sharing and knowledge innovation, and advocate team learning and innovation. We shall build a knowledge-sharing environment in the organization, where 'knowledge sharing is power', rather than the usual saying "knowledge is power". It is fairly difficult to establish a knowledge sharing mechanisms, because from the operation practice of most organizations, people tend to see the network of relationships, lessons learned in the work and other tacit knowledge as the wealth of a department or individual, and refuse to share them with others. The negative impacts from the long-term development of this situation is loss of control: the core tacit knowledge and core information of the organization's is controlled by the middle or primary level, leaving senior managers actually useless; when the organization's core staff leaves, the organization's knowledge assets (a large number of customer relationships and core technologies or core knowledge) outflow; the organization will become an isolated island of knowledge or separated apart, difficult for the overall coordination. Therefore, organizations should take a series of incentives for knowledge workers to share knowledge. Organizations must create conditions to extract the tacit knowledge of the employees from their minds, to share the knowledge within the organizations. A knowledge management system will enable knowledge accumulation, sharing, transfer and added value, reduce and avoid the risk of "knowledge gone with leaving staff", which is an important basis for effective knowledge innovation. In order to stimulate employees' motivation, enterprises need combine the construction of training system with other functions of human resources management, such as

building a harmonious working atmosphere to maintain a stimulating effect on the innovative ability, which is very important within the enterprise. The highest state of human resource management should be to create an environment where employees can be happy and give full play to their enthusiasm and creativity. Viewing from the nature of knowledge workers, everyone is pursuing health and happiness, which is also the true nature of human.

Therefore, many high-tech enterprises in Silicon Valley create a very comfortable working environment for employees, even design the café bar, because they know that the training of knowledge workers' knowledge innovation capability need an enthusiastic and welcoming atmosphere. Energy and enthusiasm are more important in a sense. The energy and enthusiasm depend not only on the state of mind, but also on the working environment and atmosphere. For knowledge workers, the mood will play a significant impact on work effects: if workers feel happy, work is often more effective; conversely, if the employees are not happy, it is difficult to be creative. Studies have estimated that the economic costs of wear and tear due to the pressure of the atmosphere for Americans every year were 10 billion U.S. dollars. Meanwhile, we shall also strengthen occupation career management, build an internal knowledge market, encourage the melting of self-knowledge and other's knowledge, urge the staff with correct methods, guide them about their responsibility, assess and strengthen their learning effect.

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