

INFLUENCING FACTORS OF HUMAN RESOURCE TRAINING RESULT IN CHINESE SMALL AND MEDIUM-SIZED ENTERPRISES

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ABSTRACT

In this paper during the research of human resources training theory analysis for the reasonable use, at the same time, with 20 interior design companies in Hangzhou, Zhejiang province, China, for example, according to the actual situation of the internal human resources training points out the corresponding hypothesis, and use the questionnaire survey method to collect data, through the collected practice data summary analysis, into the model for quantitative research. Through the rational use of SPSS, the empirical analysis clarified the factors affecting the training result iveness, which are embodied in five levels: training motivation, self-efficacy, organizational climate, organizational support and training level.

The results of the study showed that, The influencing factors of Chinese SMEs' HR training result are training motivation (Beta = 0.142), self-efficacy (Beta=0.103), organizational climate (Beta=0.250), organizational support (Beta=0.194), training level (Beta = 0.258). Finally, according to the actual situation of the company, Countermeasures and rationalization suggestions from three aspects, It is hoped that, through the study of this paper, Provide beneficial support and help for enterprises to improve human resource management.

Keywords: fresh e-commerce; cold chain delivery service; customer satisfaction

INTRODUCTION

1.1 Background

With the development of enterprises and the emphasis on talents, enterprises have gradually realized the importance of training and arranged the training work as the key work content. For example, the training positions of enterprises have gradually increased, and some companies have even set up training centers or enterprise universities in enterprises. From the above changes, it can be found that the internal training in the enterprise. The importance is more and more significant, and more companies have changed the original thinking mode, willing to invest more human, financial and material resources in the cultivation of human resources, while increasing the investment in human resources training, the enterprise has also obtained the corresponding returns. In terms of whether more human, material and financial resources are worthwhile, the results achieved after the training, the contribution of the trainees to the enterprise, and whether the personal performance of the trainees can be improved.

With the rapid rise of the real estate industry, the interior design industry has gradually developed rapidly since 2012. Under this background, the design orders of interior design

companies have gradually increased and the single efficiency of design cannot meet the needs of customers. The demand for designers for home decoration companies has also increased accordingly, and the scale of the company has expanded rapidly at the same time. In personnel increase, strengthen the internal management and organization structure adjustment, the company is facing how to quickly adapt the new employees to adapt to the new promotion leader through the training way to the role of adaptability and function transformation and how to improve the grassroots management management ability, which requires the company from the aspect of training, improve the current problems.

Although the company launched a certain training work, but from the actual effect is a little unsatisfactory, such as most training is not deep and only from the surface work, and from the implementation of the training plan is just blindly copy the experience of other companies and no comprehensive actual situation to carry out, training work and effect remains to be further improved. Based on the theoretical research in this paper, and through the quantitative analysis of the factors affecting the training result of the company, and then combined with the actual development status and needs of the company, targeted suggestions and measures are put forward to significantly improve the training result of the company and promote the realization of strategic goals.

1.2 Research objective

To study the influencing factors of HR training result in Chinese SMEs.

1.3 Research hypothesis

H1: Training motivation has a significant positive impact on training result

H2: Self-efficacy has significant positive influence on training result

H3: Organizational climate has a significant positive effect on training result

H4: Organizational support has a significant positive effect on training result

H5: Training level has a significant positive effect on training result

LITERATURE REVIEW

2.1 Concept of research

2.1.1 Medium and small-sized enterprises

Medium and small-sized enterprises is an enterprise with a larger production scale compared with micro enterprises, namely, a high concentration of labor, labor means, labor object and product production. Medium and small-sized enterprises plays a very important role in the national economy and is the focus of national construction. It conforms to the objective requirements of socialization of production and scientific and technological progress, and can bring obvious economic benefits in investment and production and operation. Medium and small-sized enterprises is an important carrier of mass entrepreneurship and innovation. It plays an irreplaceable role in increasing employment, promoting economic growth, scientific and technological innovation and social harmony and stability, and is of important strategic significance for national economic and social development.

2.1.2 Human resources training

Trainees through training and training to master a skill way called training. For enterprises, training mainly refers to the development of different employees to provide all kinds of channels of training, then improve employees skills, increase employees knowledge and meet the demand of employee behavior, let they can be competent for the current position. In the traditional sense, training often refers to the personnel training of fixed personnel in fixed places. However, in the new era, traditional training has been eliminated early, and on-the-job learning or action learning has become a common way of employees training in modern society. Based on the analysis of management level, employees training includes organizational, targeted training plans, goals and plans. The purpose of the training is to make employees master more knowledge and skills through the form of training to be competent for their own work, effectively clarify their work attitude, build good values, and realize their effective grasp of the follow-up work needs and working means through the effective development of the training.

Scholar Nadler pointed out the concept of human resource development for the first time. In the process of research and analysis, he conducted many empirical studies on the training problems of the staff, and proposed that the training is a learning experience provided by the enterprise and the employees from the employer to the employees. That is, in the process of enterprise development, when the current work skills, knowledge and experience and other aspects are difficult to meet the development needs of the enterprise, the enterprise will organize a series of training activities to improve the working skills of the employees, so as to meet the needs of the enterprise development, which is the main purpose of the training. Based on this, training is more important than other human resource development activities to meet the requirements of employees as far as possible.

2.2 Relevant theoretical basis

2.2.1 Human resources training theory

For economic theory, human capital theory is its inner core composition, and it itself has a key decisive effect for economic growth. Scholar William Di believes that labor is the foundation of wealth, and land is the core of wealth. He points out that only through continuous labor can the effective construction of his own diversified economic value be realized. In the Wealth of Nations, scholar Adam Smith effectively clarified the importance of the workers themselves, and planned the fixed capital of the workers' talents, production tools, land reconstruction capital and production place. The issue of human capital has always been the focus of relevant experts and scholars, and has accumulated rich theoretical literature. Theodore William Schultz (1960) put forward the concept of human capital for the first time in his research. He believed that human capital, like other enterprise capital, has the attribute of value level, and can achieve a significant improvement of quality and quantity by means of transaction, service and investment. From this point, human capital and other capital have something in common.

2.2.2 Training result evaluation theory

The model was first proposed by Kirkpatrick in the American Journal, which was widely disseminated and became one of the most important theories in evaluation theory. The model mainly includes four aspects: reaction layer, effect layer, learning layer and behavior layer.

First of all, the response layer assessment refers to the collection of the opinions and opinions of the trainers after the completion of a certain stage of the training work based on the application of relevant survey methods, and further understand the effect of the training and employee feedback information through the summary. So as to judge the applicability or correctness of the training measures adopted at present, and to promote the significant improvement of the economic benefits of the enterprise under the condition of gradually improving the training work. Second, the learning layer evaluation, in which the assessment of the relevant personnel involved in the training. The assessment and evaluation at this stage is mainly carried out through theoretical examination or practical operation, and whether the training is effective or not can be directly reflected by the final assessment results.

2.3 Related research

2.3.1 Relevant research on enterprise employee training

With the advent of the era of big data, the rapid development of economy and social progress, human resources are being paid more and more attention as the core force of enterprises. Research on the concept of human resources. Peter. Drucker (1954) first put forward the concept of human resources in management Practice, and clearly defined it. It also points out that compared with all other resources, the only difference between human resources is that it is human. Human resources have no other resources at present, which shows the importance of talent to the enterprise.

2.3.2 Baldwin and Ford's training result model

Baldwin and Ford (1988), based on the previous theory and model, proposed the training results transformation model including transformation conditions, input and output on the basis of further extension and expansion. The ability mainly refers to the employee's ability to master new knowledge in the process of learning or training; the motivation is the purpose of the training; the technical support refers to the technical support provided by the organization to realize the application between the training content and the maximum role of the training. Training investment is the input of human resources, financial resources and other resources in the formulation and implementation of training plans, and the input of these factors has a certain impact on the final training result. Training output refers to the effect performance of participating in training and the ability improvement obtained through learning. Its influencing factors are mainly related to the subjective factors of the trainees, and the organizational environmental factors and the design of the training content. The conversion condition refers to the transformation of the knowledge learned into the ability or skills through the promotion of the training content until it is influenced by the training design factors. The specific situation is presented visually in figure 2.1.

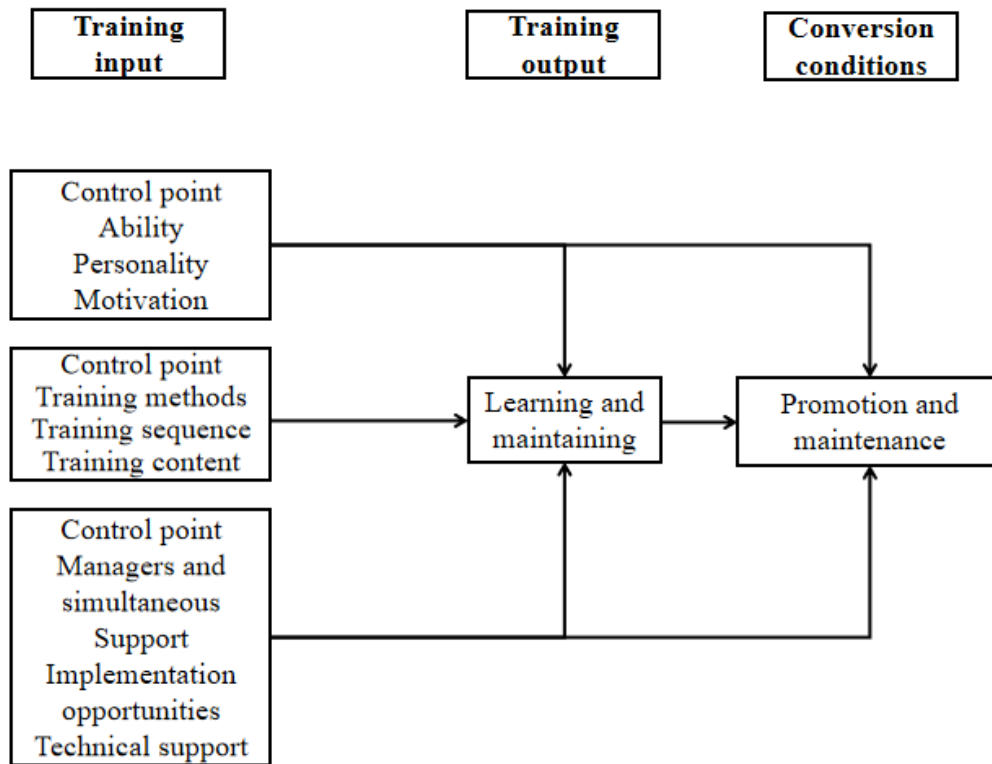


Figure 2.1: Transformation model of training results
Source: Baldwin & Ford (1988)

2.4 Concept Framework

The details are as follows:

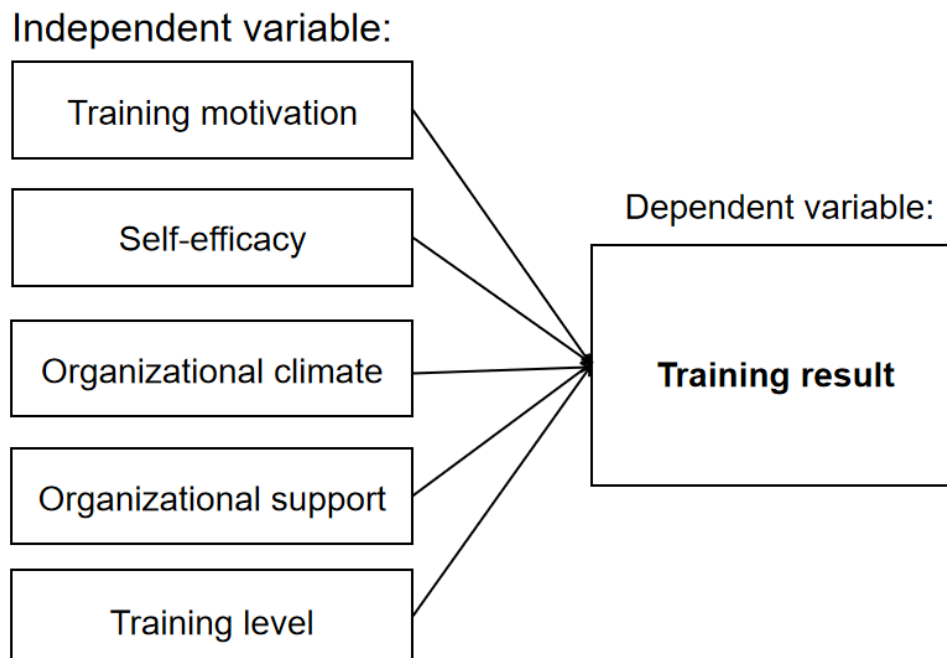


Figure 2.2 Conceptual Framework

METHODOLOGY

This study is a quantitative research method.

3.1 Population

988 employees at 20 interior design companies in Hangzhou, Zhejiang Province, China.

3.2 Samples

The survey sample was 285 employees from 20 interior design companies in Hangzhou, Zhejiang Province, China. The researchers used a simple sampling method to conduct random sampling, and the sample size was determined according to the Taro Yamane formula (Yamane, 1973). The confidence level was 95%. The tolerance of the sample is at the level of 0.05 according to the following formula:

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size

N = study population size

e = sample tolerance which is set to be equal to 5 percent (0.05).

$$n = \frac{988}{1 + 988(0.05)^2}$$

n = 284.73 Samples

n = 285 Samples

3.3 Sampling method

The researchers used the Taro Yamane formula to calculate the simple random sampling, and the number of samples was 285.

SUMMARY OF RESEARCH RESULTS

(1) The level of opinion about the factors affecting the overall.

The mean value and standard deviation of the opinion level on the factors affecting the innovation behavior of employees were at a high level on the whole, with the mean value of 3.9114. From the perspective of each variable, we found that the highest mean value was the value identity, and the mean value was 4.0383, which was at a high level. The second is concerned about the interests, the average is 3.9710, at a high level, the lowest is the emotional attribution, the average score is 3.8110, at a high level.

(2) Training motivation

The mean and standard deviation of the opinion level affecting the variable training motivation are at the highest level, The average value at the highest level is 3.8255. In summary, the party with the highest mean is "The purpose of individual training is to get a better start in the future work", the highest level of the average is 4.42. Are not controlled by other factors", the highest level averaged 4.41. The lowest was "The purpose of individual training is to improve their ability and quality", the mean value was 4.36, At the highest level.

(3) Self-efficacy

The mean and standard deviation of the Self-efficacy opinion level were at the highest level overall, and the average at the highest level was 4.3140. From all aspects of the variables, we found that the highest mean was "I can use what I have learned to deal with problems in my practical work" (4.42), at the highest level. "I can do well in practical work with full of confidence", with an average of 4.40, the highest level. The lowest was the "I can solve problems in practical work award", with an average of 4.20, at a high level.

(4) Organizational climate

Both the mean and standard deviation affecting the organizational climate opinion level are at the highest level, and the average at the highest level is 4.3056. From all aspects of the variables involved, we found that the highest average value is "I think the company has invested a lot of money in the training" (4.36), which is at the highest level. "Company leaders and colleagues are very supportive of me to participate in the training" (4.33), at the highest level. The lowest was "I think the company attaches great importance to training", with an average of 4.25, at the highest level.

(5) Organizational support

Both the mean and the standard deviation affecting the organizational support opinion level are at the highest level overall, The mean value at the highest level was 4.2751. From all aspects of the variables involved, We found that the highest mean value was "The superior attaches great importance to the employees who can apply what they have learned to practice" (4.36), At the highest level. "My colleagues welcome me to apply my useful experiences and ideas to my real work" (4.30), at the highest level. The lowest was "My colleagues support me in applying my new skills in my work", with a mean of 4.20, at a high level.

(6) Training level

The mean and standard deviation of the training level opinion level are at the highest level, and the mean at the highest level is 4.3094. From all aspects of the variables, we found that the highest mean was "The training content includes general theories and principles" (4.36), which is at the highest level. Secondly, "trainer has rich knowledge and familiar with the company's business" (4.34), which is at the highest level. The lowest was "The training content meets my career development needs", with an average of 4.25, at the highest level.

(7) training result

Both the mean and standard deviation affecting the training result opinion level are at the highest level, and the average at the highest level is 4.3186. From all aspects of the variables involved, we found that the highest average is "Training is useful for the work" (4.43), which is at the highest level. "The training has helped me up" (4.38), at the highest level. The lowest was "recognized trainer lecture skills" with an average of 4.18.

Multiple Regression analysis

The results of the effect between dependent and all independent variables were output by regression analysis, and the study found that adjusted $R^2=0.633$, meaning that the four independent variables Training level, Training motivation, Self-efficacy, Organizational support, and Organizational climate had a 63.3% effect on training result. Durbin Watson Data is 1.888, around 2, meeting the criteria, and no pseudo-regression phenomenon in Eq.

F=80.1812, Sig.=.000*, value less than 0.05, indicating that at least one factor affects training result. The researcher will then analyze the extent of the respective variable and the dependent variable.

The results showed that the influencing factors of Chinese SMEs' HR training result, Adjusted R²=63.3%. Including the following aspects, the influencing factors of hr training result in Chinese small and medium-sized enterprises are successively: Training motivation (Beta=0.142), self-efficacy (Beta=0.103), organizational climate (Beta=0.250), organizational support (Beta=0.194), training level (Beta=0.258). It can be written as a regression equation as follows:

$$\hat{Y}=0.142(x1) +0.103(x2) +0.250(x3) +0.194(x4)$$

This paper aims to explore the influencing factors of Internet enterprise organizational support sense on employees' innovation behavior. We investigated and analyzed 285 employees from 20 interior design companies in Hangzhou, Zhejiang Province, China. According to the Human resources training theory, training result evaluation theory, Relevant theories of employee training, Two-factor Theory, Expectation Theory, Prior variables and outcome variables of Equity Theory and Hierarchy of needs Theory; To determine the theoretical model and research hypothesis of the research based on the literature review; The survey data through reliability verification and mean, standard deviation, Regression analysis and structural equation to test the hypotheses to confirm the significance of the relevant study hypotheses.

The results of the study showed that, training motivation (Beta=0.142), self-efficacy (Beta=0.103), organizational climate (Beta=0.250), organizational support (Beta=0.194), training level (Beta = 0.258) had a significant positive impact on the HR training result of Chinese SMEs. Combined with the empirical studies, the following conclusions can be drawn (table 4.1):

Table 4.1 Research hypothesis test results

variable name	Hypothesis	Literature source	Inspection results
Training motivation	H1: Training motivation has a significant positive impact on training result	Noe (1986), Holton (1996), Baldwin & Ford (1988), Reid D H, Parsons MB (2014), Lopez Cameos JL (2016). Petyaeva A (2018)	Accepted
Self-efficacy	H2: Self-efficacy has significant positive influence on training result	Giuseppe Aceto (2017), Wayne F (2017), William A (2017), Scott Williams (2011),	Accepted
Organizational climate	H3: Organizational climate has a significant positive effect on training result	Noe (1986), Holton (1996), Baldwin & Ford (1988), Hu Ying (2018), Guo Yue (2019), You Yuxiang et al., (2016), Lu Qiang (2018),	Accepted

variable name	Hypothesis	Literature source	Inspection results
Organizational support	H4: Organizational support has a significant positive effect on training result	Lu Qiang (2018), Wei Shitong (2018), Zhang Lina (2018), Zhang Rufei (2016)	Accepted
Training level	H5: Training level has a significant positive effect on training result	Noe (1986), Holton (1996), Baldwin & Ford (1988), Zhang Yiyun (2018), Liu Jie (2017), Du Feng (2017), Huang Yapeng (2017)	Accepted

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