Research on the Problems and Countermeasures of New Employee Training in Enterprises

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Abstract: *Facing the big market environment of competition, complexity and globalization, the first core competitiveness for enterprises to maintain long-term and stable development is to have high-quality and high-level human resources. Nowadays, young people such as Post-95 and Post-00 have become the new force of enterprise development. Along with the ever-changing reforms of China's society, economy, culture and education, the individualization of this generation of young people has been highlighted in their thoughts, emotions, behaviors and other manifestations. In this context, how to effectively carry out enterprise new employee training, become an important starting point for enterprises to build a high-level talent team. This paper tries to analyze the common problems existing in the current enterprise new employee training: enterprises pay insufficient attention to new employee training; training content is single, backward, lack of relevance; training effect assessment mechanism is not perfect.*

Keywords: *Enterprise, New employee training, Problems, Countermeasures*

1. Introduction

The idea of enterprise training consists of three stages, namely, "the period of classical training theory", "the period of behavioral science theory", and "the period of modern system theory". Classical training theory development, Taylor's four principles of scientific management for the first time from the theory of the role of training on the support of corporate performance. Max Weber believed that employees must undergo formal training to obtain good organizational performance. Hugo Munsterberg explored the impact of psychological, environmental and other factors on the efficiency of productive labor from a psychological perspective, highlighting the importance of education and training [1]. In the industrialization stage, some Western scholars believe that the early employee training theory focuses more on the objective analysis of the enterprise's skills operation of the employees, ignoring the exploration of the psychological factors of the human being, and the related training practice is relatively one-sided, which makes the employee training fails to achieve the expected purpose.

The thirty-year period from 1930 to 1960 saw the birth of the behavioral science management theory. This theory incorporates the impact of employees' psychological factors on work performance into research, and psychology-related theories and knowledge are gradually used in the field of employee training. At the same time, behavioral science management theory suggests that corporate training practices should pay attention to the learning characteristics and cognitive laws of employees as individuals[2]. Goal-setting theory suggests that providing employees with challenging goals can promote training performance; reinforcement theory points out that whether training is effective or not is closely related to what kind of training is provided to employees; social learning theory discusses that training should be matched with the corporate compensation system; and humanistic learning theory supports employee-centered free learning.

From 1965 to the present, the development of modern systems theory period. During this period, scholars put forward organizational analysis theory, the theory of "organization", "task" and "personnel analysis" as the three principles, transforming the research perspective of corporate training theory and practice[3]. The theory of "learning organization" proposes that an excellent enterprise can make all types of personnel devote themselves to continuous learning, and puts forward systematic requirements on the content, mode, goal and focus of employee training [4]. The system management theory has scientifically and comprehensively established the modern enterprise training and development system, which provides specific operational ideas for the training practice of enterprises.

One of the important theoretical research areas for management scholars is the targeted study of the connotation, nature and purpose of human resources training and development. Human capital theory that the acquisition of human capital is the result of investment and development, its knowledge and skills is a form of capital, as an economic activity, the acquisition of human capital needs to consume capital investment, training is the modern enterprise to human capital acquisition of an important form of investment. Through training enterprises can improve the professional skills of employees, enhance the knowledge reserve of employees, improve the cultural literacy of employees, and then improve the sustainable competitiveness of enterprises. The core content of enterprise management theory is the principle of management and management techniques, training as one of the management techniques, is to deepen the corporate culture, enhance team cohesion, improve organizational efficiency and promote the effective way of enterprise management. Gary Becker, a famous scholar of modern economics, establishes the human capital model in Human Resources, and at the same time takes training as one of the equilibrium conditions of human capital investment, and believes that training is beneficial to both individuals and enterprises.

2. Training of new employees in enterprises

New employee training is indispensable to both enterprises and employees, and it is the first time for new employees to participate in the interaction in the form of a group after entering the enterprise. The career planning of new employees should be in line with the development of the enterprise in order to realize the win-win development of the enterprise and individuals [5]. From the perspective of enterprise human resources training construction, new employee training is a channel for the dissemination of enterprise development vision from top to bottom, new employees can be informed of the correct direction of the work objectives in the training, to a certain extent, the new employee training not only reduces the employee's turnover rate, but also enriches the human resources training and construction system, reduces the investment cost of the enterprise. In the new employee external understanding of the enterprise, internal potential activation of the state, the new employee training has become a bridge of communication between the enterprise and the staff, effectively promote the synchronization of the two type of fit for the development of the enterprise to lay a solid foundation for the cultivation of senior talent team.

3. Enterprise new employee training status and problems

3.1 Insufficient attention to new employee training in enterprises

The purpose of enterprise human resource training is to promote the growth of new employees, cope with market competition and improve enterprise efficiency [6]. However, in the enterprise's human resource training system, the organizers pay serious insufficient attention to the training of new employees. First, not enough attention to the identity of new employees, new employees as unfamiliar individuals, especially the first time to enter the workplace, due to the singularity of the individual and the lack of experience, often by the enterprise will be labeled as "tender", "newcomer" and so on. In the subjective perspective of experienced business organizers, the form of new employee training is easy to organize, the content of good control, which leads to the organizers unconsciously into the "neglect of new employee training" state. Secondly, the degree of awareness of enterprises is not enough, not the training of new employees in the development of strategic human resources at the height of the focus on senior talent, return on investment, so that enterprises in the training to reduce investment efforts, reduce the degree of importance. Third, the new employee training is generally new employees to reach a certain number of employees and then organized, in small and medium-sized enterprises each time the number of new employees on board is small, resulting in a lot of new employee training in the enterprise, only training new employees some basic systems, so that the new employees are difficult to get the depth of the exercise, the opportunity to learn, and even after the training is still not clear about the important requirements of the enterprise's work, coupled with the unfamiliarity of the environment of the new employees are bound to be caught up in uneasy. The new employees are unfamiliar with the environment, will certainly fall into the uneasy mood, further affecting interpersonal communication and work effectiveness. What's more, if new employees can't realize their self-worth in the integration with the enterprise, and can't get a sense of achievement or fall into the psychological situation of confusion and loneliness, they will choose to leave the company in the end.

Over time, enterprises do not pay attention to the training of new employees, will subconsciously

cause the loss of talent. These lost talent is likely to include potential employees, excellent employees, there is no lack of future senior talent, which will hinder and limit the enterprise talent team to build the footsteps.

3.2 Training content is single, outdated and lack of relevance

The new employee training content of the enterprise is single, and will fall into the "content is not updated". The performance of the enterprise is growing, the enterprise's business segments are increasing, the enterprise's goals are changing, but the new employee training courseware, training lectures, but not updated. Enterprises should keep abreast of the times and add important changes; focus on "new employee needs analysis", focusing on the internal needs of new employees to grasp, such as salary expectations, corporate welfare, career planning, etc., which plays an important role in the overall effect of new employee training. The HR department of the enterprise leads the new employee training, through understanding the needs of new employees, combined with the enterprise and the staff situation of the new employee training system analysis, reasonable optimization, improvement of training content, improve the new employee training policy, system. In addition to the necessary training content, enterprises should be as comprehensive as possible to enrich the skills, etiquette and other aspects of training to ensure that the talent targeted training.

Accompanied by the full arrival of the digital intelligence era, the training channels present diversified characteristics, commonly including face-to-face training, online and offline training, and visit-based training. It should not be overlooked that the lecture method is contrary to the adult learning theory for adults [7]. New employees to the enterprise is a new independent individual, diversity, differences coexist, especially after 95, 00 young groups become the main labor groups, the previous traditional lecture type training methods have no advantage. At present, the enterprise new employee training method is limited to the classroom indoctrination method, such new employee training inevitably cause personalization, focus on self-worth realization of the 95, 00 new employees born after the rebellious mind, easy to cause the state of the new employees into the burnout period.

3.3 Inadequate mechanisms for evaluating the effectiveness of training

New employee training should follow the principle of targeting, effectiveness and long-term principles, but new employee training is a conventional type, generally small scale, not enough attention, the lack of assessment mechanism after training, new employee training work on the surface, become a "mechanized" training work. 1950s Donald Kirkpatrick Donald Kirkpatrick proposed a four-level assessment model [8], enterprises should be based on the actual needs of the establishment of a perfect training assessment system, the formation of a continuous, stage-by-stage new employee training assessment mechanism, if you ignore the assessment of the training, the short term is not conducive to the human resources department of the performance management of the new employee training, the long term enterprises can not make full use of the training opportunities to implement the talent team training strategy, easy to cause talent loss and so on.

4. Effective Countermeasures for New Employee Training in Enterprises

Combined with the above analysis of the problems of new employee training in enterprises, it is urgent to find effective training countermeasures. This paper puts forward three suggestions on measures to strengthen the training of new employees in enterprises.

4.1 Establish the concept of strategy-oriented training

Enterprises urgently need to strengthen the concept of construction, should establish the enterprise strategy-oriented training concept. Enterprises should first deeply realize the positive role of new employees on the development of enterprises, and really take training as an investment in the construction of the talent team. Focusing on the lofty goals of the enterprise, talent training into an important part of the enterprise's human resources development strategy, and the effective implementation [9]. First, we should strengthen the human resources department to the degree of importance of training, constantly emphasize the strategic orientation of the training plate position, this concept is engraved in the requirements of the enterprise development goals, improve the status of training from top to bottom of the corporate identity. Secondly, to establish a human resources training management system in line with the actual needs of the enterprise, the enterprise human resources

department should examine the advantages and disadvantages of the enterprise, clear the lack of enterprise talent type, break the information asymmetry between the enterprise and the talent, the reasonable design of the training management system, balancing the balance of supply and demand between the enterprise staff. Third, we should pay attention to the human market innovation and the enterprise's own development, continuous adjustment of the enterprise training program, effective absorption of new employees into the enterprise, stay in the enterprise, contribute to the enterprise, to achieve the two-way between the staff and the enterprise to run to.

4.2 Scientific setting of training content Innovation of new employee training mode

Enterprise training plan is considered an important training system support, specific training departments can focus on the overall requirements, develop a corresponding staff training implementation program, clear training objectives.

In the new employee training mode, enterprises need further innovation. New employee training can say goodbye to the office face-to-face form, boldly use the popular outdoor camping, staff pulling mode, not only can better achieve the goal of new employee training, but also the depth of the relationship between the enterprise staff. In some information technology, intelligent enterprises, can be used to visit the site, data display, intelligent instruments to try to operate and other modes, to stimulate the staff "eye, hand, heart".

4.3 Establish a sound assessment mechanism to realize benign closed-loop management

Evaluation of new employee training, to establish a sound evaluation mechanism, pay attention to the problem of feedback, in order to realize the benign closed-loop management of new employee training. First, the enterprise should break the fixed pattern of different employees with the same evaluation standard, according to the needs of the position to carry out the diversity of personnel assessment, found that the problem should be improved in a timely manner on the shortcomings. Secondly, we should ensure the collection, summarization and archiving of the training process materials to ensure the authenticity and completeness of the training materials for new employees, so as to serve as an objective basis for the final evaluation stage. Third, strict quality control, do a good job "gatekeeper", enterprises should pay attention to the standardization and seriousness of the training assessment, for the "pass" or "fail" assessment results should be carried out Standardized processing[10].

5. Conclusion

At present, most enterprises in China are still imperfect in new employee training, new employee training has many problems, and its overall optimization is a gradual process. Combined with the actual situation of the enterprise, we will continue to develop a perfect training mechanism with enterprise characteristics. As the training object of new employees, in the current competitive employment situation should not only take the initiative to learn, guard against arrogance, but also to think differently, empathy for the enterprise, with the actual performance of full wings, with the help of the enterprise platform to achieve personal development. As a matter of urgency, enterprises should pay more attention to new employee training from the concept, from the action of the implementation of new employee training work, in order to effectively guarantee the quality of enterprise new employee training for new employees to provide the impetus for the role of the new employees to change, for the enterprise talent team of high-quality development of a solid foundation.

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