

Research on Employee Training Based on Kirschner Evaluation Model—Take Holiland Foodstuff Co., Ltd. as an Example

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Abstract: The main research content of this paper is to study the current situation and existing problems of human resource staff training in enterprises using the Kirschner model, and propose targeted solutions. The solution adopted is to strengthen employees' attention to training, meet their training needs, strengthen the management of trainers, and improve the transformation mechanism of training results to improve the competitiveness of enterprises. This study can be used for reference to establish a sound employee training system in modern enterprises in the future.

Keywords: Tianjin; Staff training; Kirschner Training Evaluation Model

1. Introduction

At present, many small and medium-sized enterprises do not pay enough attention to employee training, leading to the decline of enterprise core competitiveness, staff loss and other issues. Only by following the relevant theories, constantly improving their own staff training system and increasing their own advantages can enterprises retain high-end skilled personnel. This paper combines the scientific and perfect training system with the characteristics of small and medium-sized enterprises, and based on the relevant theories of employee training, deeply analyzes and studies the existing problems of the employee training management system of Holiland Foodstuff Co., Ltd. (Tianjin), and establishes a new training system on this basis^[1].

Therefore, the Company conducted research on employee training through questionnaires, interviews and literature research. Based on this, the Company summarized and made suggestions according to the actual situation, laying a solid foundation for future academic research on employee training, and providing reference for future SMEs to establish a sound employee training system^[2].

2. Current situation of human resources

The author conducted a questionnaire on the staff training of the company. Holiland Foodstuff Co., Ltd. (Tianjin) surveyed 86 employees, 2 sales department managers, 35 front-line product production and production employees, 40 front-line sales personnel, 1 front-line product designer, and 8 human resources management staff. On average, about 1-2 people leave each month.

Due to the impact of the epidemic, we chose to fill in the questionnaire through the Internet. Our relatives sent the questionnaire to our colleagues to ensure the authenticity and reliability of the questionnaire. 90 questionnaires were distributed selectively, and 86 were returned, with a recovery rate of more than 95%.

2.1. Reliability analysis of questionnaire

Table 1: Table of reliability coefficients

| Cronbach α Reliability coefficient | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------|
| Reliability coefficient < 0.6 | 0.6 < Reliability coefficient < 0.7 | 0.7 < Reliability coefficient < 0.8 | Reliability coefficient > 0.8 |
| Poor reliability | Acceptable reliability | Good reliability | High reliability |

Source: statistical data analysis

The author analyzed the reliability of the questionnaire through data analysis. According to the reliability display range of the Clonebach coefficient, see Table 1.

The results of the analysis show that the data of the questionnaire is highly reliable. Cronbach α The reliability coefficient analysis has 15 data information in total, and the summary result is 0.893, as shown in Table 2.

Table 2: Reliability coefficients of each dimension

| Dimension | Basic Information | Employee Training Questions | Open ended Questions | Total Table |
|---------------------------|-------------------|-----------------------------|----------------------|-------------|
| Reliability coefficient | 0.7538 | 0.7891 | 0.7345 | 0.8930 |
| Number of questions/piece | 6 | 16 | 2 | 24 |

2.2. Validity analysis of questionnaire

The author obtained 0.852 by analyzing KMO with spss23.0. See Table 4 for $0.7 < KMO < 0.8$. as shown in Table 3 and Table 4.

Table 3: KMO Interval Distribution

| KMO coefficient | | | |
|---------------------------|---------------------------------|-------------------------------------|---|
| KMO < 0.5 | 0.6 < KMO < 0.7 | 0.7 < KMO < 0.8 | KMO > 0.9 |
| Giving up factor analysis | can be used for factor analysis | It is suitable for factor analysis. | It is very suitable for factor analysis |

Through spss23.0 analysis, the KMO value reached 0.852, with a significance of 0.000. This questionnaire is suitable for factor analysis, with a contribution rate of 68.76%.

Table 4: KMO and Bartlett's test

| Bartlett and KMO detection | | .852 |
|----------------------------|------------------------|----------|
| Bartlett's Sphericity Test | Approximate Chi Square | 7543.487 |
| | df | .760 |
| | Sig. | .000 |

3. Problems in employee training

3.1. Basic information of employees

The author conducted a questionnaire survey on the gender of employees of Holiland Foodstuff Co., Ltd. (Tianjin), showing that there are 35 male employees and 51 female employees, as shown in Table 5

Table 5: Basic Information of Employees

| Basic information | variable | Number of respondents/person n | Total number of people surveyed/person | percentage (%) |
|-------------------|------------------------|--------------------------------|--|----------------|
| Gender | male | 35 | 86 | 40.6% |
| | Female | 51 | | 59.3% |
| Age | Under 30 years old | 50 | 86 | 58.1% |
| | 30-40years old | 15 | | 17.4% |
| | 50-40years old | 15 | | 17.4% |
| | Under 60 years old | 6 | | 1.16% |
| education | High school education | 17 | 86 | 19.7% |
| | College degree | 34 | | 39.5% |
| | College degree | 21 | | 24.41% |
| | Master degree or above | 5 | | 5.81% |

The data shows that the male employees of Holiland Foodstuff Co., Ltd. (Tianjin) are less than the

female employees, and the female employees are more inclined to training. In the sales industry, female employees under the age of 30 account for a large proportion of the company. There are 34 employees with college degrees, and most of them are at the lower middle level of education.

3.2. Employee education distribution

The survey data shows that this job is mainly for sales and production. The number of senior high school students and undergraduate students under 30 years old is the majority, accounting for 26.74%, 29.06% and 24.41% respectively. The company does not require employees to obtain high education level, and the company is in a young trend as a whole. According to the survey data, this job is mainly for sales and production. The number of senior high school students and undergraduates under the age of 30 is the majority, accounting for 26.74%, 29.06% and 24.41% respectively. The company does not require employees to have a high level of education, and the company is in a young trend as a whole.

4. Analysis on the training needs of employees

The author finds out the problems in the current employee training of Holiland Foodstuff Co., Ltd. (Tianjin) by taking different employees of Holiland Foodstuff Co., Ltd. (Tianjin) as the research object, and analyzes the theory based on the actual situation to find corresponding solutions.

In addition, the annual average number of training sessions for employees by the headquarters each year reaches 11, including about 10 sessions per year for the headquarters. The annual average number of training sessions for employees in physical stores is 1-2. The training sessions for physical stores are conducted by professionals sent by the headquarters around the headquarters' training concept. The average number of training sessions for senior employees of the headquarters is 4-5 next year.

4.1. Staff training needs are not fully considered

The data collected by the author through field investigation and questionnaire shows that Holiland Foodstuff Co., Ltd. (Tianjin) did not conduct a training needs survey for different employees, and did not make a pre training notice. The company only conducted unified training for all employees on the premise that it did not understand the employees' training willingness and training needs, resulting in a complaint among employees that "the company did not provide us with training opportunities when we wanted to participate in training". To this end, we conducted a series of data analysis on employee training needs at the early stage of training, and conducted a data survey on employee needs by taking employee training frequency as the independent variable and training dimension as the dependent variable.

Employee training needs account for a large proportion of post demand factors. Over time, annual training accounts for 25.31% of post work. No matter from the perspective of organizational development needs, post work and personal development needs, the overall training needs of employees are gradually weakening, resulting in poor training results. Employee training willingness is investigated, as shown in Table 6.

Table 6: Analysis of Employee Training Intention

| Training willingness | Employee Type | Number of respondents/person | Total number of people surveyed/person | Proportion | Total proportion |
|----------------------------------|---------------|------------------------------|--|------------|------------------|
| Very willing to participate | new employee | 8 | 86 | 5.81% | 22.08% |
| | Old employees | 14 | | 16.27% | |
| Willing to participate | new employee | 11 | 86 | 12.79% | 30.23% |
| | Old employees | 15 | | 17.44% | |
| Generally willing to participate | new employee | 24 | 86 | 27.90% | 81.38% |
| | Old employees | 46 | | 53.48% | |
| Not willing to participate | new employee | 3 | 86 | 3.48% | 10.27% |
| | Old employees | 6 | | 6.79% | |

It can be seen from the data that new employees and old employees are generally willing to receive training, accounting for 27.90% and 53.48% respectively, accounting for the largest proportion. The total proportion of very willing to receive training is 22.08%, which is smaller than the proportion of new employees who are generally willing to receive training. The company's employees' training willingness is not high,

4.2. Unclear demand for employee training courses

The trainers of Holiland Foodstuff Co., Ltd. (Tianjin) adhere to the traditional training concept and pay attention to the sales ability of employees, believing that this can make employees truly realize their sense of belonging and achievement. In fact, the training effect is poor, as shown in Table 7.

Table 7: Employee Training Course Demand Intention

| Employees in different positions | Number of respondents | Total number of people surveyed | Professional knowledge training | Personal basic skills training | Management skill training | Psychological counseling training | Sales ability training | Personal career development and planning |
|---|-----------------------|---------------------------------|---------------------------------|--------------------------------|---------------------------|-----------------------------------|------------------------|--|
| Front line sales personnel | 40 | 86 | 40.47% | 23.48% | 23.56% | 12.40% | 46.23% | 48.92% |
| Product designer | 35 | 86 | 58.62% | 30.33% | 13.65% | 11.43% | 22.67% | 33.48 |
| Product production and processing personnel | 25 | 86 | 68.43% | 30.00% | 10.62% | 13.25% | 13.25% | 29.31% |
| middle manager | 10 | 86 | 36.27% | 31.27% | 49.56% | 11.68% | 24.37% | 45.22% |
| Head of front-line sales department | 12 | 86 | 24.56% | 36.35% | 33.11% | 20.96% | 22.23% | 22.23% |

The data shows that the training demand for individual basic ability courses is gradually increasing, while the sales ability courses are gradually decreasing in the demand of employees, indicating that employees' ability to attach importance to sales ability is declining. The trainers of Holiland Foodstuff Co., Ltd. (Tianjin) did not fully understand the needs of employee training courses, the sales ability of employees is stagnant, and the working efficiency of the enterprise is declining.

4.3. Factors affecting training demand are not fully considered

Holiland Foodstuff Co., Ltd. (Tianjin) found that the performance level of employees in their work was not high, and the middle sales department manager spent more than 50% of his time communicating with employees every day. However, the middle sales department manager found that the effect was not good, and even there was a situation of ineffective communication. Therefore, the writer found the factors affecting employee training by comparing the data of old employees (front-line sales staff and front-line product processing and manufacturing staff). In the analysis of their own factors, the author found that the communication ability of front-line sales staff was weak, accounting for 30.23% of the data, and the training awareness of product processing and production staff was low, indicating that this factor had a greater impact on product processing and production staff, as shown in Table 8.

Table 8: Numerical Analysis of Individual Factors of Employees

| | Sum of squares | df | mean square | F. | P. |
|------------------------------------|----------------|-----|-------------|--------|--------|
| intercept | 2.435 | 1 | 2.435 | 2.009 | 0.104 |
| Poor training awareness | 32.231 | 1 | 32.231 | 34.009 | 0.005* |
| Lack of sales expertise | 35.672 | 1 | 35.672 | 23.646 | 0.005* |
| Poor communication among employees | 23.564 | 1 | 23.564 | 25.162 | 0.005* |
| Analysis Item | | | | | |
| 1*Analysis Item | 34.786 | 1 | 34.786 | 35.263 | 0.005* |
| 2*Analysis Item 3 | | | | | |
| error | 345.014 | 304 | 23.792 | | |

The data of the questionnaire shows that among the 86 respondents, the training of employees is affected from different perspectives. The total score of the training awareness and ability factor scale was 2.134>2, and the degree of influence was moderate; The average score of communication ability deficiency is 2.034>2, which has the greatest impact on employee training; The average value of lack of sales professional knowledge is 2.234>2, which indicates that this influencing factor is widespread in employee training and is at the highest value. The average total score of the three influencing factors is 2.131. Among the three influencing factors, this factor has a greater impact on employees. The enterprise

did not comprehensively analyze the influencing factors of employee training, and did not conduct a detailed investigation on the influencing factors of employee training, which affected the quality of training results.

4.4. Analysis of employee training plan

4.4.1. Single teaching style of staff trainer

The trainers of Holiland Foodstuff Co., Ltd. (Tianjin) found that hundreds of thousands of training expenses were spent, the training effect of employees was not good, and employees complained that the lecturer's style was single and the training interest was not high. For this reason, the author first carried out a data survey on the source of the trainers' channels.

The recognition of the old employees and new employees for the internal selection of tutors is as high as 77.71%, indicating that the company's employees are satisfied with the selection of trainer channels. Secondly, we conducted satisfaction surveys mainly through different trainees on different tutors' lecture styles, familiarity with lecture notes and strictness of tutors, and found the causes of existing problems.

It can be seen from the data that the proportion of internally selected tutors in the teaching style is not good, accounting for only 32.76%. The internal trainers of Holiland Foodstuff Co., Ltd. (Tianjin) have a single teaching style. Employees cannot put more interests into the training when receiving employee training. The professional level of the internal trainers is poor, leading to poor training results.

4.4.2. Staff training time is unreasonable

It can be seen from the interview that Holiland Foodstuff Co., Ltd. (Tianjin), in order to further improve the work efficiency of employees and strengthen the training intensity of employees, arranged the training time at the off duty time on working days, 7:30-9:45 p.m. every day, lasting for three months. At the beginning of the training course, the average number of participants was 75 each night. At the end of the training course, the number of participants was less than 20, and the overall effect was poor. Therefore, we further found the loopholes in the current employee training system of the company by investigating the time dimension of employee training.

It can be seen from the data that the company selects the off duty time on working days to conduct employee training, and the new employees and the old employees who are dissatisfied with this account for the largest proportion, accounting for 23.53% and 11.93% respectively. The company does not reasonably consider the rest time of employees, resulting in poor employee training effect.

4.4.3. Lack of pertinence in training courses

Holiland Foodstuff Co., Ltd. (Tianjin) set up unified training courses and unified management for old employees. The employees said that "some training courses are a waste of time. I am a salesperson and I am not interested in other training courses." Data investigation is carried out according to the current situation.

The training courses carried out include product knowledge sales, business etiquette, cake design, and cake processing and making. The author conducted correlation and diversity back to standard analysis, and recorded these four aspects as Q12-Q15, as shown in Table 9.

Table 9: Model Summary b

| Model | R | R ² | Adjusted R ² | Error in standard estimation |
|-------|-------|----------------|-------------------------|------------------------------|
| 1 | .577a | .321 | .320 | .680 |

A. Independent variable: (constant), Q12, Q13, Q14, Q15

b. Dependent variable: Are you satisfied with the training courses for our employees?

It can be seen from the data that the R value is 0.577. When the value is greater than 50%, the relationship between the independent variable and the dependent variable is in the degree of fitting, as shown in Table 10.

Table 10: ANONAA

| Model | | Sum of Squares | Freedom | mean square | F | Significance value |
|-------|------------|----------------|---------|-------------|--------|--------------------|
| 1 | regression | 110.24 | 8 | 13.408 | 29.367 | .000 ^b |
| | residual | 235.701 | 502 | .487 | | |
| | Total | 334.027 | 511 | | | |

a. Dependent variable: whether you are satisfied with the training courses for the employees of the company b. Predictive variables: Q12, Q13, Q14, Q15

Data Q13 (Business Etiquette Department) courses are negatively correlated, and other data show that they are positively correlated with other training courses and training course satisfaction, indicating that the courses set by the enterprise do not meet the needs of all employees, and there are deviations in the setting of employee training courses, and the tutors and employees receive training courses because of the needs of their posts.

4.4.4. Employee training effect evaluation

The effect of employee training content is not obvious. The teaching style of the trainers and the training courses were set as dimensions, and the regression analysis of the data showed that the overall F value reached 8.322 ($p < 0.001$), tending to the level of significant value. R2 is 0.301, and the explanatory power of the model is 30.1%.

The data shows that the teaching level of trainers and the design of training courses have a certain impact on the training effect, β The higher the value, the worse the training effect. The training courses set by the company at this stage have a great impact on the training effect, and the expected training effect is not obvious.

Effectiveness analysis of employee training. According to the survey data, Holiland Foodstuff Co., Ltd. (Tianjin) conducted a survey on the effectiveness of different employees after training. Most of the employees said that the training effect of the company at this stage was average, accounting for 46.12% and 34.78% respectively. The proportion of training was very effective was not high, indicating that the company did not conduct personalized training for different employees at this stage, and there were loopholes in the company's training system.

Training effect satisfaction is not high. In the current annual training assessment of the company, the annual training plan has been basically completed, the training time has been slightly changed, the qualification rate of the training examination has reached 65%, and the employee complains that the training results are not obvious. The author analyzes the employee's satisfaction with the training results by collecting data, and analyzes whether the employee is satisfied with the training results at this stage.

It can be seen from the data that the employees are generally satisfied with the overall training effect, accounting for 28.91% and 34.59% respectively. At this stage, the enterprise training system is not perfect, the teaching style of the internal training instructors is single, and the training course time is set unreasonably, resulting in poor training effect.

Single employee training assessment system. The data collected by the author through the survey data and field visits shows that Holiland Foodstuff Co., Ltd. (Tianjin) only uses a single assessment method to assess the employee's assessment score, that is, the score in the Detailed Rules for Employee Training Assessment $\times 100\%$ = the employee's training assessment score, and does not conduct a comprehensive assessment of the employee's assessment.

It can be seen from the data that different employees are generally satisfied with the assessment system of Holiland Foodstuff Co., Ltd. (Tianjin) at this stage, accounting for 30.23% and 40.69% respectively, indicating that there are loopholes in the company's assessment system and the assessment method is single.

The reward and punishment system of training assessment is unreasonable. Holiland Foodstuff Co., Ltd. (Tianjin) has set up a reward and punishment system for employee training and assessment. The employees said that the assessment system of the company at this stage was set unreasonably, of which the following three items were highly controversial: (1) 3-6 times of being late and leaving early in a month accumulatively recorded minor offenses; (2) The personnel who only get 98 points or more in training and assessment will be commended; (3) If the score is below 60, 380 yuan of bonus at the end of the month will be deducted. For this reason, the author conducts a willingness survey on the assessment, reward and punishment system.

According to the data, the employees of Holiland Foodstuff Co., Ltd. (Tianjin) are very dissatisfied with the assessment, reward and punishment system set up at this stage, accounting for 39.53% and 53.48% respectively. The enterprise has not developed a reasonable assessment, reward and punishment system, resulting in low training effect of employees at this stage.

5. Measures to solve the employee training problems

5.1. Strengthen employees' attention to training

First of all, create a good learning atmosphere. The enterprise should establish a good learning atmosphere, which is conducive to the employees to improve their own advantages. In the fierce market competition, it is not luck to surpass the competitors. Employees should fully realize that under a good learning atmosphere, ideas, working methods, and working ability will be improved, so as to achieve the organizational training goals. Secondly, the leadership of the enterprise can publicize the importance of training from multiple channels, so that employees can realize that no matter whether they improve their professional level or improve their work performance, they can constantly enrich themselves by learning knowledge, master advanced knowledge and skills, and adapt to the rapid development of the enterprise before they can "stand" in the society. Finally, the company adopts a variety of incentive measures according to the actual situation to increase the enthusiasm of staff training. The enterprise staff can be encouraged through rewards, points, rewards and punishments during training.

5.2. Improve training plan

A complete set of training plans, based on the organizational strategy, according to the unique nature of the employees, to improve their comprehensive level, improve their actual job skills, establish a policy of "mutual promotion, mutual promotion and common progress", and form an enterprise culture with a learning atmosphere.

5.2.1. Improve the transformation mechanism of training results

Improve employee training effect. The establishment of the employee training system is based on the actual work performance oriented and employee ability driven. Establish a perfect training effect evaluation system, promote the long-term development of employees, help to change the training needs of employees, from passive learning to active mutual teaching, firmly implement the leadership management system, establish an effective training incentive mechanism, ensure the smooth development of training, and constantly improve the quality of employees. Finally, adhere to innovation in training and assessment methods, improve employees' hard skills, increase employees' soft power, optimize professional ethics, and improve employees' professional and technical level.

Improve training assessment management system. In order to achieve the development goal of the enterprise, improve the performance level of employees, improve their comprehensive quality, and enhance their understanding of the enterprise culture, we should strengthen the strictness of the assessment management system. Set a reward and punishment system for employee training and assessment, Abolish the single system of assessment, The trainees will be assessed in various ways, Pay attention to daily training management and assessment. Focus on centralized training, management, reward and punishment.^[3]

6. Conclusion

Through the data survey on employee training of Holiland Foodstuff Co., Ltd. (Tianjin), it is combined with relevant theoretical knowledge, which is carried out from the following parts:

First, this paper first conducts a data survey in Heping District, Tianjin. Taking the current situation of Holiland Foodstuff Co., Ltd. (Tianjin) as an example, it conducts a staff training data survey in the form of questionnaires, and conducts data processing in combination with spss 23.0. Second, the questionnaire was analyzed in detail, and the research was carried out from the basic issues and the current situation of enterprise staff training. Third, we conducted an investigation on the training data of employees of Holiland Foodstuff Co., Ltd. (Tianjin) and found the current situation of the company's employee training. Fourth, find problems in different parts of data results and propose corresponding solutions^[4].

Only by solving the problems caused by employee training in various ways can the enterprise stand in the social torrent and achieve sustainable development.

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