



Factors Affecting the Construction of Employee Training by High-tech Enterprises in Developing Countries

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Abstract: *In the industrial environment of developing countries, not all companies will fully implement education and training. There are many reasons for this, including the size of the enterprise, the number of employees, and the operator's belief that investing in human capital is less important in this industry. Most large companies implement education and training for the purpose of sustainable development and increasing the international competitiveness of the industry. Because they have a larger number of employees, education and training can help new recruits integrate more quickly. , it is also easier to control under the control of human resources. This study selects key works in this field through literature collection, and then analyses, compares and organizes them to explore the current situation of education and training implemented by enterprises in developing countries and the substantial impact of education and training on enterprises. It also aims at large enterprises and uses high-tech Discuss the differences in the implementation of education and training between the technology industry and other different industries.*

Keywords: *Education Training, Business Operations, Training Evaluation, Training Quality.*

1. Introduction

For business operators, making profits for the business is of course the most important goal, but how to make the business's turnover grow every year and every month depends on good planning and implementation, Improvement of personnel knowledge and technology, etc. No matter how big a company is, they will train their employees to meet their requirements. Human capital is an indispensable asset for enterprises. In order to improve the knowledge and skills of human resources, enterprises must carry out education and training to train and develop employees' abilities in line with the talents needed by the enterprise. Enterprise investment in education and training is a concept of sustainable management. Employees are the basis for maintaining the operation of the enterprise. When traditional personnel administration is upgraded to human resources management, the money and technology invested are to cultivate what the enterprise needs. Talents use their expertise in various units and organizations to help the company improve internally and externally.

This article will explore whether education and training has a direct or indirect impact on enterprises. Generally speaking, in the industrial environment of developing countries, not all enterprises will implement education and training wholeheartedly. The reasons include the size of the enterprise, the number of employees, Operators believe that investing in human capital is less important in this industry. Most large enterprises implement education and training for the purpose of sustainable development and increasing the international competitiveness of the industry. Because they have a large number of employees, education and training can allow new employees to integrate more quickly. It is also easier to control under the control of human resources. Depending on the number of people, large enterprises have to invest relatively more human capital in implementing education and training. Whether the implementation of education and training can have an impact on the performance of the organization, this study explores the innate obstacles and willingness of domestic small and medium-sized enterprises to implement education and training. The advantages of large-scale enterprises in implementing education and training are discussed, and the comparison of the characteristics of



education and training in high-tech industries and other large-scale industries is discussed.

2. Enterprises' Actual Measures in Employee Education and Training

Employees and the company have a mutually reinforcing relationship. The skills and knowledge of employees must meet the needs of the company's organization in order to effectively improve organizational performance. New employees can not only understand the company's main production and manufacturing professional fields through education and training. Which, and companies also have expectations for employees, and companies will evaluate whether each employee is the talent the company wants to cultivate. As the environment of the times changes, industries have been affected differently depending on their type, and many companies have been forced to transform.

Andrews [1] believes that from an economic perspective, the return on investment in human resources is far greater than that on investment in material resources. In order to continue to grow in their own fields and achieve the goal of sustainable development, in response to the rapidly changing external environment, industry relocation and increasingly fierce international competition, companies must provide an environment that allows employees to improve their professional skills in line with organizational needs. Ability, knowledge and attitude system and environment, and the best way an enterprise can adopt is to provide employees with good and complete education and training. Demerouti et al. [2] explore the impact of personal effectiveness training on psychological capital. All human resources training is a national resource and is related to a country's competitiveness. Taking Taiwan as an example, the government has been continuously strengthening the quality and performance of education and training in recent years, and proposed the Talent Quality-management System (TTQS) in 2014, hoping to make enterprises pay more attention to investment in human resources to ensure the reliability and correctness of the training process. If education and training are implemented properly, when the business organization encounters difficulties, investing in employees' adaptability and centripetal force during training can come in handy, and teamwork can help the business organization solve problems [3].

The main purpose of enterprises investing resources in education and training is to change employees' mentality, behavior, and abilities, thereby improving work performance, driving department efficiency, and achieving

continuous improvement in organizational performance [4][5][6]. When an employee's work performance cannot meet the needs of the organization, the company should provide appropriate education and training measures [7]. Once companies plan education and training courses, they should attach great importance to whether employees have learned knowledge or skills, and these must be applied in the workplace. However, if you think about it from this perspective, it is what the business operators hope to bring to their employees, but it is not what the employees themselves hope to learn from education and training. In their mentality, they do not think that this is what they should learn, and employees therefore do not think it is what they should learn. Mentally cope with education and training. The mentality of employees when they enter the company is very important, and the purpose of the company's education and training is to accelerate employees to understand their jobs more quickly. If employees are unwilling to change their mentality, all learning will be passive learning, and the effect will certainly be poor. The key to internal education and training in any enterprise is the change of employees' mentality. If employees' mentality is not correct and they are unwilling to try to change, no matter how much education and training is implemented in the future, it will not have much effect. This is a very important premise. Employees themselves should meet the requirements of the enterprise. However, if they are always careless and have no intention to learn, it will affect the performance of the enterprise organization. Only when employees' mentality and performance become positively, and corporate organizations can truly arrange course content based on employees' needs, can it truly be helpful to employees and reflected in their performance. In performance management, performance interviews play an important role. Thinking from another perspective, in order to achieve training effectiveness, training dialogue with employees may also be an indispensable part.

Organizations use education and training to strengthen or expand employees' learning knowledge and experience. The so-called learning experience refers to learning that is designed to lead to changes in behavior and mentality. It is purposeful or intentional learning and is not learned by accident. The completeness of the overall education and training implementation procedures has a significant impact on organizational performance. However, the so-called complete education and training, in addition to the training activities themselves, the related planning before and after the execution of the activities can also be properly designed and completed. The training method can be defined, as shown in Figure 1, "Evaluation" is the first

step in education and training. The focus of evaluation is whether the deviation in performance can be compensated by training. Once it is determined, the next step is to "set training goals", which are set with observable and measurable standards. In "training", you can choose appropriate methods and implement them effectively. The last step is to implement "assessment", with the purpose of knowing the performance difference between employees before and after training to confirm the effectiveness of the training plan.



Fig. 1 Procedure for employee education and training.

In addition to the complete operating procedures of education and training, if an enterprise wants to develop a successful employee education and training system, it also needs the following cooperation between the following business concepts and organizational environment as prerequisites:

- (1) Value employees: If a company's business philosophy regards employees as precious assets, it will continue to invest huge amounts of money in education and operate sustainably.
- (2) Cooperation with personnel policies: Integrate with the development of the company's organization and personnel system, and cooperate with each other to prevent training from being out of touch with company operations.
- (3) Support and participation of senior managers: If the training organizer cannot understand the direct units and professional fields, it will be difficult to plan a training plan that meets the needs. Therefore, it needs the support and cooperation of the relevant unit managers to help new employees integrate more quickly.
- (4) Establish clear training policies: to reduce coordination difficulties or resistance problems during training execution.
- (5) Full-time training unit: ensure that the training quality meets the company's education and training goals.

From the above point of view, we can know that in addition to procedural steps, a successful education and training requires the cooperation of the organization's

software and hardware environment, from the attitude of managers, dedicated training personnel and dedicated units, clear policies and good interaction among them. Communication is all about ensuring the quality of education and training, so that the implementation of education and training will not be reduced to a mere formality, but can truly exert a positive effect on organizational performance.

2.1 Implementation System of Education and Training

The Japan Management Association divides talent training into three major categories: On-Job Training (O.J.T.), also known as on-the-job training; Off-Job Training (Off J.T.), also known as off-the-job training; Self-development training (Self-Development), also known as self-training.

- (1) On-job training: There are three meanings of on-the-job training: (1) targeting existing employees; (2) not leaving the job; (3) the content of the training is related to the job itself. It is mainly an entry-level training course for new employees. For example: mentoring system, job rotation, work demonstration and implementation under guidance, etc.
- (2) Off-job training: Off-job training refers to vocational training that employees perform when they are not at work. The environment of off-job training is not the production line operations in the company, but through knowledge learning, network formation, and rituals. Participatory methods provide learning opportunities and channels for various important knowledges. These knowledges cannot be accessed through on-job training. All these activities are to reach consensus on building reforms and develop capabilities.
- (3) Self-initiation training: It is mainly aimed at improving employees' knowledge and skills. It is provided by the company to help employees improve their professional abilities in the workplace or to cultivate foreign language skills and improve employees' language skills. It is also sent to the purpose of professional training outside the company or overseas is to hope that employees will continue to grow and actively improve their work abilities, because this will be of great help to the company's development.

Education and training programs must ensure that employees can absorb and apply training courses [8]. The methods of education and training within an enterprise are most commonly distinguished by "on-job training" and

"off-job training." The so-called on-job training refers to a training method in which the immediate superior directly provides individual business guidance to subordinates in specific positions. The biggest advantage is that it can be combined with work and training to implement a training method in which the superior directly provides individual business guidance to subordinates. This method is easier to implement and saves costs, but the training content and progress of different employees become inconsistent, and there is a lack of more specialized and high-level professional instructors; the so-called off-job training refers to training outside the job or away from the work unit, in other words, that is, The biggest advantage of having specialized personnel responsible for all education and training other than O.J.T. is that employees can concentrate on receiving highly professional guidance and can form a group consensus among multiple trainees at the same time. However, the training cost is relatively high and may also affect work schedule.

After the training is completed, the most common way to understand the overall training results is to conduct evaluation. The main purposes of training effectiveness evaluation are: first, to continuously improve the training process and effectiveness, and second, to serve as a reference for training decisions. For example, research on The company's actual expenses are regarded as training investment, and the expected benefit assessment can be used as a reference for decision-making in corporate budget preparation. Evaluate the effectiveness of education and training implementation. Pineda [9] believes that the evaluation of training should cover multiple levels, such as the employees participating in the training, the training content, the human resources personnel who evaluate the training, each training stage and the training method, etc. To sum up, the evaluation of training performance is a cyclic system with analysis aspects and step procedures. The purpose is to fully understand the current output and use it as a reference for correcting past practices to ensure the improvement of future output and the continuous pursuit of enterprise Implement educational activities for maximum benefit.

2.2 Enterprises' Concern about Employee Training

Regarding corporate employee training, corporate training can be divided into several types. Most of them use professionals to explain and guide how to implement and operate. However, it will also change due to different industries. In the process, it can not only improve The professional capabilities of employees also take advantage of the situation to understand the business direction of the

company. Extension education is different from corporate training. Trained personnel need to go to fixed education and training venues to attend classes. It is mainly for personal study and training, which can enhance personal core abilities.

Regarding the importance of corporate employee training, as the industry changes rapidly, how to maintain and enhance competitiveness is a major problem for corporate operations, and the importance of corporate training is increasingly highlighted. Generally speaking, the importance of employee training can include the following:

- (1) Employee training is an important part and key function of enterprise human resource management and development. Human resource management itself is also more suitable for large enterprises. Whether it is the convenience of personnel management or the protection of all employees, company education and training should be provided specifications.
- (2) Employee training is a key task to cultivate common values and enhance corporate cohesion.
- (3) Enterprises should continuously conduct employee training, instill the enterprise's values into employees, and form good behavioral norms. Through training, employees can enhance their sense of identification with the company and enhance corporate cohesion.
- (4) Employee training is an effective way to improve the skill level of employees and achieve a mutual match between people and things. A major aspect of employee training is on-the-job training. After taking office, employees need to continuously improve themselves and participate in higher-level training for technical upgrades and job promotions, so that their professional knowledge and technical abilities can reach a higher level of job specifications to meet the needs of future units.
- (5) Employee training is an important measure to stimulate employee motivation. Employee training is an important human resource investment and an effective way of motivation. Relevant surveys show that further training is a condition that many employees value, because money is a temporary incentive for technical and knowledge-based employees. What they value more is better development and self-improvement through work.
- (6) Employee training is the best means to create a learning organization. The learning organization is an innovation in the theory and practice of modern enterprise management, and an innovation in the theory and practice of enterprise employee training and development. If an enterprise wants to establish a learning organization as soon as possible, in addition



to effectively carrying out various types of training, it is more important to establish a talent training mechanism that can fully stimulate the vitality of employees. The biggest difference between successful companies implementing employee training and ordinary companies is that they are never satisfied with improving the quality of products and services, and improving work efficiency through continuous learning and innovation.

Regarding the importance companies attach to employee training, general education and training satisfaction surveys have shown specific factor relationships. Satisfaction with education and training content, teachers and training effectiveness has a significant positive impact on work engagement; work engagement has a significant positive impact on the value of organizational commitment, effort and retention commitment; satisfaction with education and training planning, environmental equipment and training effectiveness degree has a significant positive impact on value commitment [10]. Satisfaction with teachers, environmental equipment and training effectiveness has a significant positive impact on effort commitment. The higher the above-mentioned positive impacts, the more emphasis the company attaches to employee training.

Regarding relevant research on employee training by enterprises, training is an integral part of corporate culture and can promote the construction of corporate culture. Mature corporate training helps to implement corporate systems and gain popularity among the people. As an integral part of corporate culture, training plays a very important role in the construction of corporate culture. A corporate culture without training or with incomplete training must be an immature and imperfect corporate culture. Excellent corporate culture can guide the development direction of training and create good conditions and environment so that training can be carried out in a long-lasting, effective and healthy way. When we want to train employees, we must first analyze the training needs and make it clear that the training purpose has achieved the training effect. The first is organizational analysis to determine which tasks within the organization require training. The overall process of an enterprise is inseparable from the details of every work. Different business plans require different professional skills. If the company is not in place in any aspect, it needs targeted training. The second is personnel analysis to determine who needs training. Different employees hold different positions and require different skills. This requires us to

conduct a unified and dialectical analysis, tailor a complete training plan for each employee, and implement every step in place. Now you can try the online education platform for internal training in companies. The internal training function of United Classroom can generally meet your needs. Most training courses are provided free of charge, and you can register for a trial. The two promote each other, complement each other, and develop together, so that corporate training can continue to progress and develop, with broader prospects; corporate culture can become more mature and perfect, and truly become the soul and pillar of the enterprise.

During employee training, employees continue to understand the company's values and mission, clarify the company's rules and regulations and business philosophy, consciously use the company's business philosophy as a guide in their work, abide by the company's various systems, and strengthen their sense of responsibility and mission. Internalizing the company's rules and regulations into employees' conscious behavior also improves the company's management level and work efficiency.

2.3 Organizational Performance

Organizational performance refers to the achievement of goals by an enterprise. The purpose of a profit-making enterprise is nothing more than to improve performance to achieve profits. Therefore, all operating activities in the organization are mainly to continuously improve performance. Performance can be divided into three aspects:

- (1) Efficiency: The ratio of resources invested by an enterprise to its output, expressed as return on investment.
- (2) Effectiveness: The products or services provided by the company are usually related to sales growth rate or market share compared with competitors.
- (3) Adaptability: The adaptability of an enterprise in the face of environmental threats or opportunities is expressed by the number or sales rate of products successfully launched during a certain period..

Most scholars do not have much difference in their views on performance, but they have different views on the aspects used. In principle, they are all based on the theme or object of the research. Most of them are related to human resource management performance. The Indicators and directions as a reference, especially the evaluation of organizational training performance is the key [11].



2.4 Impact of Corporate Education and Training on Organizational Performance

Education and training is a planned way for companies to help employees learn professional skills and knowledge. If employees can actually apply it, the company will grow [6]. Enterprises are willing to invest in education and training based on the belief that education and training will have a positive impact on the organization. However, some small and medium-sized enterprises have relatively low willingness to implement education and training. The reasons are probably as follows: industry category, traditional industry, enterprise size, and business owners believe that education and training have little impact on enterprise performance. Generally speaking, good employee training performance has a positive impact on the entire enterprise organization, such as an increase in the number of employees, an increase in output, an increase in sales and profits, etc. in the short term. In addition to specific performance improvements, training benefits can also range from workforce flexibility and adaptability. The performance of education and training on an organization can be reflected in the profitability, competitiveness and viability of the enterprise. If the organization can increase its adaptability to the environment, it will certainly improve its chances of survival and profitability.

It stands to reason that there is a significant positive relationship between employee training programs and financial performance. In addition, there are also many experts and scholars studying the relationship between education and training and non-financial performance. The extended education and training is the concept of human resources activities, aiming at the work attitude, job satisfaction, organizational commitment, productivity, turnover rate, etc. of corporate employees. The performance capabilities of human resources are all direct directions to explore. There is a negative relationship between the proportion of training expenses and employee turnover rate. Appropriate education and training can enhance employees' skills and improve their self-confidence when carried out. Enterprises should regularly evaluate the skills required by employees, train them and make appropriate job adjustments based on personal abilities to improve the efficiency of business operations and also enhance the self-satisfaction of employees.

To be fair, if a company can coordinate employee education, training and development plans with employee career development plans and establish phased lifelong

education and training, employees will be more willing to stay with the company forever and be committed to contributing and pursuing performance.

As the times change, it is very important whether the development category of the industry can survive in the workplace. Of course, employees themselves hope to work in large-scale companies or companies with complete work systems and benefits to ensure that they will not face unemployment in their own careers. However, most companies with relatively complete education, training and welfare systems belong to large-scale enterprises. By helping employees to have lifelong plans for career development, companies will attract more outstanding talents and retain more experienced employees. Employees can also teach new employees to integrate into their own industry more quickly.

2.5 High-tech Industry Characteristics and Human Resources Structure

The high-tech industry has become one of the important pillars of Taiwan's economic development through core technology innovation, design, research and development, and system integration. The most common definitions of high-tech industries can be divided into two categories: "quantitative definitions" and "enumeration definitions." Quantitative definitions include: industries where research and development expenses account for more than 3% of sales and where products and technologies change rapidly, as proposed by the National Science Foundation. Enumerated definition: divided into (1) electronic industry; (2) professional engineering; (3) bioengineering; (4) nuclear energy industry; (5) new energy technology. Taiwan's high-tech industries are mainly defined by communications, electronic components, semiconductors, optoelectronics, computers and consumer electronics.

Retaining outstanding talents is a very important issue, and it has indeed attracted quite a few scholars to discuss it [12]. As far as high-tech industries are concerned, high-quality human support is a very important competitive advantage. Their professional knowledge and skills can not only help the company's core competitiveness. These core competencies cannot be obtained from the external market in a short period of time, so the core capabilities of the organization may also be restricted by others. Therefore, companies must try to improve the working environment and conditions, and provide more diversified education and training, dividends and shares, and many benefits. The purpose of these measures is to retain full-time employees and strengthen their commitment and



centripetal force to the company. It can be seen that in addition to responding to unexpected or temporary business or business needs, the high-tech industry must be able to share non-core business content within the organization and reduce unnecessary administrative affairs so that full-time professional employees can perform core duties. Put more effort into it.

3. Research and Analyze Results

This study conducted an extensive search and analysis of relevant research on the aforementioned topics, and comprehensively compiled several interesting phenomena that are worthy of further exploration.

- (1) **The environment and willingness of small and medium-sized enterprises to invest in education and training are less than ideal:** Domestic small and medium-sized enterprises account for more than 95% of the total number of enterprises, which shows the importance of small and medium-sized enterprises striving to develop and thrive after starting a business. Compared with large enterprises, the business structure of small and medium-sized enterprises is quite weak, and the government support they can obtain is relatively insufficient. In the transforming industrial environment of developing countries, there are still many traditional industries. Therefore, the demand for external education and training is mainly to instill the business philosophy and image of the company, while internal education, training and work guidance are relatively weak in comparison. Lack of it, and many small and medium-sized enterprise operators also believe that there is no need to invest resources in education and training. Difficulties commonly faced by small-and-medium-sized enterprises include: insufficient manpower and quality of human resources professionals, high turnover rate of new employees, gradual aging of backbone cadres' professional skills, low willingness of subordinates to serve as successors, difficulty in carrying out organizational changes in the old organizational culture, and human resources. The management system has not yet formed a system. The above points all affect the willingness of enterprises to invest in education and training.
- (2) **The implementation of education and training is less difficult for large enterprises:** Take the high-tech industry as an example. It generally has a corporate culture of learning and emphasizes the vision and mission of the company. This is the key factor for the growth of education and training in a

learning organization, and its internal job structure is also relatively complete. When constructing a learning organization, a learning culture should be established. Therefore, the important key factor of organizational culture is indispensable. Organizational culture provides members with a sense of identification with the organization, and produces and displays results. If there is a mission and vision that is supported by all members, employees will have clear goals and directions, which will create a sense of identity for the entire organization.

- (3) **Different industry categories will affect the model adopted in the implementation of education and training:** In the case of high-tech industries and other large-scale industries, differences in industry categories will affect the differences in the connotation of education and training methods and growth models of learning organizations. Learning organizations usually have differences in leadership style, enterprise type, production or service type, human resources type, etc., which affect their education and training methods. For high-tech industries (such as: Acer Group, Taiwan IBM, Taiwan Applied Materials) In terms of the differences between, traditional technology industries (such as Sheng-bao Appliances) and retail industries (such as 7-ELEVEN unified supermarket), in terms of education and training methods, high-tech industries and traditional technology industries prefer e-based teaching and projects. Research and development on the market, retail and service industries focus on role-playing and simulation training. High-tech industries and traditional technology industries focus on continuous improvement, strategic planning, project management, knowledge management capabilities and international outlook, and most of them have corporate universities to improve the level of education and training and ensure a stable talent pool. Entering the enterprise allows the enterprise to remain internationally competitive.

4. Conclusions

The main effect that enterprises can exert by investing in education and training is to improve the level of internal professional capabilities and team cooperation. The company type, organizational culture, business philosophy and operating model in different fields will all affect the willingness and effectiveness of actual investment. Most



of the structures of small and medium-sized enterprises in developing countries are dominated by traditional industries, and the nature of their work is relatively single. There is still a lot of room for introduction of education and training. The advantage of introduction is that it can establish work procedures and promote internal organizational structures. More complete. The culture of an enterprise organization is relatively intangible. The most important thing is to make employees have more identification and sense of mission with the enterprise. If the enterprise's salary and benefits are relatively complete, education and training can help new employees quickly integrate into the organization and become familiar with it. work, and make their professional skills less likely to be replaced by outsiders. Combined with the lifelong plans provided by the company to employees, it will naturally attract more talents and maintain international competitiveness. The above key points are all provided by large enterprises. Education and training can not only help enterprises strengthen their professional capabilities, but also establish an appropriate culture to pursue sustainable operations and growth. Through education and training, corporate performance can be improved and employees' abilities can become more valuable. Education and training can ultimately create a win-win situation for the company and employees.

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