

Research on Problems and Countermeasures in Current Enterprise Employee Training

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Abstract: Modern corporate competition is, at its core, a competition for talent. How to make employees perceive the value of training, how to shift them from passive participation to active demand for training, and which delivery methods can secure superior results—these are the perennial challenges facing every HR department. In recent years, frequent job-hopping and low organizational loyalty have further distorted management's perception of, and willingness to invest in, employee development. By dissecting the current state of enterprise training, this paper identifies the prevailing problems and proposes actionable countermeasures, aiming to chart a viable path for more effective employee training.

Keywords: Human Resources; Employee Training; Situation Analysis; Problems; Countermeasures

1. Introduction

Amid global economic volatility and intensifying business rivalry, human resources have become the most dynamic and decisive factor of production. In today's landscape, the enterprise that secures top-tier talent gains accelerated growth and sustainable competitive advantage. As a core module of human-resource management, systematic employee training elevates workforce quality, enables rapid adaptation to new competitive realities, and materially strengthens corporate competitiveness—making it indispensable to organizational survival and growth [1].

2. Overview of Enterprise Employee Training

2.1 Basic Concept of Employee Training

Employee training is a mission-critical HR activity. In the broad sense, it comprises two dimensions: (1) Goal-oriented learning interventions designed to acquaint employees

with work procedures, products, and corporate culture, supplying the knowledge and skills required for present job mastery; (2) Future-focused initiatives that update employees' knowledge structures and skill sets, cultivate creativity, and foster an innovative mindset in line with long-term corporate objectives [2].

From an investment perspective, employee training is a systematic intellectual-capital expenditure: the enterprise commits human and material resources, employees' human capital appreciates, performance improves, and the firm ultimately reaps a measurable return.

2.2 Current Taxonomy of Enterprise Employee Training

Although training practices differ across industries and individual firms, they can be consistently classified along three axes:

2.2.1 Classification according to job function

Training programs are typically mapped to specific roles and content areas: sales training, procurement training, HR training, production training, strategic-management training, professional-skills training, corporate-culture training, and financial-management-system training, among others.

2.2.2 Classification according to training method

According to the scope of training, employee training can be divided into internal training, external training open classes, and online training. Among them, internal training and external training open classes are more commonly adopted by enterprises for employee training.

Corporate internal training: Tailored training courses designed to meet the needs of employees within a company, offering ample flexibility in terms of training time and location. Corporate training can be subdivided into company-wide training, departmental training, job-specific training, self-directed learning, and

external training [3].

(1) Company-wide training refers to the training organized by the company's training management department in accordance with the overall training plan. This includes public training sessions for the entire company, such as basic knowledge of GMP, pharmaceutical regulations, microbiology, 6S principles, QC activities, safety knowledge, and more, as seen in Bayer China's training programs.

(2) Departmental training refers to the various knowledge training organized by each department in accordance with the company's overall training plan, which is relevant to the respective department, such as job responsibilities and operational procedures in production companies.

(3) Job-specific training refers to the training of operational skills provided to employees, as well as mutual learning within the job.

(4) Self-directed learning, where employees proactively engage in the re-learning of professional knowledge and the practice of operational skills.

External Training Public Courses: These courses provide training to enhance work skills for employees in a public lecture format, suitable for participants from various social strata, not necessarily from the same company. For example, training on sales knowledge for marketing personnel is illustrated in Table 1, while training for senior executives with extensive industry experience is shown in Table 2.

Table 1. Open-Enrolment Marketing Curriculum of a Management-Consulting Firm

Target Trainees	Training Module	Training Duration
Senior marketing professionals managing large projects	Moment of Truth: Excellence in Customer-service Skills	3 days
	Trust First: High-impact Client Visits and Communication	
	No Concessions: Win-win Business-negotiation Techniques	
	Breaking the Stalemate: Senior-stakeholder Engagement Skills	
	Strategic Marketing and Leadership-Pipeline Building	4 days
	Strategic Marketing & Portfolio-innovation Practice	
	Government-Business Key-account Relations and Deep Marketing	
	Building a High-performance Sales Force & 18 Tactics for Empowering New Hires	

Table 2. President-Programme Curriculum of the Same Management-Consulting Firm

Target Trainees	Training Module	Training Duration
Top executives of China's Top-500 enterprises	Strategic Innovation and Corporate Transformation & Upgrading	7 days
	Digital Transformation and Solution Architecture	
	Business-model Innovation	
	Equity-structure Design and Equity Incentives	
	Corporate Capital Operations and IPO Governance	3 days
	Business Leaders Series: New-era Business-model Innovation	
	Business Leaders Series: Strategic Formulation and Strategy Execution	
	Business Leaders Series: Executive Excellence	

2.2.3 Classification according to training responsibilities

The first category: job-specific training, aimed at enabling employees to quickly meet the requirements for their positions, such as onboarding training for new employees in the company.

The second category: enhancement training, aimed at improving employees' work skills to enhance job performance.

The third category: development training, which provides employees with career planning training, allowing them to have a clearer understanding of their development positioning

within the company.

The fourth category: outbound training, which is a form of outdoor experiential training. Experiential training emphasizes that employees "experience" learning rather than merely listening in a classroom setting.

2.3 The Practical Significance of Employee Training in Companies

2.3.1 Cultivating talent for companies and increasing human capital stock

In contemporary company research on economic growth, examining solely natural resources, physical capital, and labor is no longer sufficient

to explain all the reasons for productivity improvement. Investigations reveal that the growth of human capital stock plays a crucial role. The competition among modern companies has gradually shifted to a competition for talent; however, acquiring human capital is not without cost, as it requires capital investment. Not all human resources within a company qualify as human capital resources; only through specific investment methods—such as training—can individuals who possess knowledge and skills become the most important human capital among all forms of capital in the company [4].

2.3.2 Training can enhance employees' sense of belonging and sense of ownership responsibility

In terms of companies, the more comprehensive the training provided to employees, the more attractive it is to them, and the greater the high value-added potential of human resources, thereby creating more benefits for the company. Training not only enhances employees' skills but also improves their awareness of their own value and leads to a deeper understanding of work objectives.

2.3.3 Training enhances corporate cohesion and unity

Many companies adopt both in-house training and outsourced training methods, which facilitates the integration of training into corporate culture. Corporate culture is the soul of a company; it is a micro-cultural system centered on values that educates employees about corporate awareness. When both management and employees recognize the corporate culture, they not only consciously learn and master knowledge and skills but also enhance their sense of ownership, quality awareness, and innovative spirit. This, in turn, fosters a strong work ethic, a spirit of innovation, and a sense of social responsibility, creating a positive atmosphere where everyone actively engages in self-directed learning and creativity [5].

2.3.4 Pre-employment training enables new employees to quickly acclimate to their roles.

Through pre-employment training, new employees can quickly become familiar with the corporate environment, understand the company culture, and the collective responsibilities they will undertake. This training aims to alleviate various concerns and anxieties of new employees, allowing them to gain a comprehensive and objective understanding of the work environment, corporate atmosphere,

and the knowledge and skills required for their new positions, enabling them to transition into their roles as swiftly as possible.

2.3.5 Training to adapt to changes and enhance competitive advantage

Wise entrepreneurs are increasingly aware that training is an indispensable “human investment” for business development and is the fundamental way to enhance the company's “blood production capacity”.

Currently, both the academic and business communities largely acknowledge the fact that competition in the market ultimately boils down to competition for talent. If this notion holds true, then the value of talent becomes prominent. The value of talent lies in its positive work attitude, exceptional work skills, extensive knowledge system, and the ability to manage complex interpersonal relationships. A crucial means of acquiring these abilities is through effective training provided by companies to their employees.

3. Current Issues in Employee Training within Companies

Currently, employee training in companies in our country has made significant progress. However, there are still many issues in the current training efforts. For instance, training often lacks specificity, with many companies engaging in training for the sake of training, measuring outcomes by the number of participants rather than assessing the actual effectiveness of the training. Additionally, there is a lack of analysis regarding training needs and feedback on training outcomes, leading to discrepancies between the training's impact on corporate performance, employees' perceptions of training, and the expectations of the companies. This, to some extent, greatly affects the enthusiasm of both the companies and employees to participate in training [6].

The issues present in employee training within these companies can be summarized as follows:

3.1 Outdated Corporate Concepts and Insufficient Understanding of Training

Due to the necessity of investment in employee training within companies, such investment is reflected not only in financial terms but also in time, making it a long-term commitment. Additionally, the effectiveness of employee training requires a gradual process, and its impact is not immediate. As a result, many

companies are reluctant to invest significant amounts of money and time in employee training. Furthermore, some decision-makers in these companies hold erroneous beliefs regarding training, such as the notions of training waste and the ineffectiveness of training.

3.2 Outdated Training Content and Monotonous Training Methods

Employee training in companies encompasses a wide range of content, generally divided into three parts: knowledge training, skills training, and quality training. In China, employee training primarily focuses on knowledge and skills, while other aspects, such as the inheritance of corporate culture, the enhancement of internal cohesion, and the stimulation of employee enthusiasm, receive little attention. This lack of recognition leads to an overemphasis on skills training at the expense of quality training. Although employees' skills may improve significantly, the absence of a correct work attitude and strong professional spirit ultimately results in high turnover rates and significant employee mobility, rendering the company's training investments largely ineffective [7].

At the same time, a survey conducted by an authoritative organization on employee training in Chinese companies indicates that 92% of companies do not have a comprehensive training system. Regarding the training management structure within companies, only 42% of human resources departments have a dedicated training division. Many companies, when it comes to training, merely organize lectures or send employees for a week of external study, rarely considering their own needs; this results in training for the sake of training. Furthermore, the primary target of employee training is adults, who possess stronger logical memory but weaker mechanical memory. If adults can connect their past experiences, future scenarios, and practical activities during the learning process, it can lead to effective training outcomes. However, many companies still employ the simplest form of classroom teaching—purely theoretical instruction—which fails to stimulate employees' interest in training and does not encourage active participation. The results that can be achieved under such circumstances are, understandably, limited.

3.3 The Training System Lacks Scientific Rigor and Standardization

Training employees is a relatively systematic project; however, many companies conduct employee training without being able to perform a scientific and detailed analysis of training needs based on their own development strategies, failing to formulate a formal talent training plan and establish a scientific and standardized training system.

These companies exhibit a marked casualness and temporariness in employee training, lacking a thorough and detailed understanding and analysis of the current state of business management. They arbitrarily select training instructors, trainees, and training schedules, often beginning training simply by integrating some materials based on current popular courses. If training on execution capability is in vogue, they conduct training on execution capability; if goal management is trending, they focus on training for goal management. Furthermore, training is often arranged only when significant problems arise in business management, frequently decided on a whim, which prevents the establishment of a scientific employee training system. As a result, their employee training suffers from poor targeting and insufficient standardization in terms of participants, content, and needs, making it impossible to discuss the establishment of a long-term, renewable training system model; the training essentially becomes a mere formality.

3.4 Lack of Corresponding Supervision and Evaluation of Training Effectiveness

Most companies evaluate training effectiveness at a basic level, focusing solely on the immediate conditions of the training session, such as the organization of the training and the performance of the trainers, which are superficial aspects. They neglect to assess the impact of training on employee behavior and its influence on the overall performance of the company. In the case of external training, the evaluation is even simpler, merely checking whether the trainer possesses a valid certification. Furthermore, after training, companies often fail to utilize their employees' talents effectively, resulting in individuals continuing to perform their original tasks in the same manner as before. Many companies cannot even articulate whether the training has

achieved its intended goals, leading to skepticism from both the organization and the employees regarding the effectiveness of the training. Consequently, some companies may eventually abandon any plans or initiatives for training altogether.

4. Strategies for Addressing Employee Training Issues in Companies

4.1 Establishing a Scientific Concept of Training: A Reassessment of Training

The efficient operation of a business relies on well-trained and experienced talent to manage activities essential for the survival and development of the company. When current personnel fail to meet these requirements, it becomes necessary to enhance their business capabilities, improve their knowledge levels, and increase their adaptability. As work becomes increasingly complex, training becomes even more important and necessary; employee training is an indispensable means for a business to maintain its high productivity. To ensure that training is completed smoothly and yields good results, a scientific approach to training and a high-quality training culture are fundamental. Only when the training concept is reasonable and the training culture is sound will employees truly recognize the importance of training and actively participate. Furthermore, when the training concept is deeply ingrained and widely accepted, employees will appreciate the significant impact of training on both personal and organizational levels [8].

Therefore, the concept of training should be transformed into practical actions and permeated throughout the entire organization. Relevant training related to the company's core values, business objectives, and corporate culture should be incorporated into the training management system. This will help employees develop a positive awareness of training and allow the training culture to spread throughout the organization. However, this is a gradual, long-term, and multi-faceted process.

4.2 Conducting a Needs Analysis before Training

To maximize the effectiveness of training, it is essential to gain a thorough understanding of the issues faced by the trainees, accurately identify the training needs and objectives, and arrange the training content appropriately. To accurately

pinpoint the training needs and ensure the training achieves its intended outcomes, two approaches can be considered:

4.2.1 Strengthening Pre-training Research to Accurately Grasp Training Needs

Accurately understanding training needs requires essential preliminary research and in-depth communication. For frontline employees, their work is relatively simple, and the requirements are correspondingly lower; thus, their training needs may be easier to grasp. Conducting an analysis of the trainees' positions, having discussions with some employees, and engaging in necessary communication with management can facilitate simple research efforts, which may bring the understanding of training needs closer to the actual requirements. However, accurately identifying the training needs of middle management and above is not as straightforward. Their needs often cannot be directly discerned from surface appearances and must be uncovered through consultation and diagnosis, ultimately achieving the goal of targeted training design. The relationship between training needs analysis and design is illustrated in Figure 1.

4.2.2 Emphasizing job analysis and clarifying specific training content

The training content should be determined based on the actual needs of departments and employees. Employee training can be categorized into three types: onboarding training, foundational training, and developmental training. When determining the training content, it is essential to start with a job analysis to clarify the knowledge and skills that employees at different positions and levels must master. Onboarding training aims to help employees understand the corporate culture and familiarize themselves with the company's overview, enabling them to integrate into the organization quickly. Foundational training encompasses the knowledge and skills required for various positions, addressing any deficiencies in knowledge and skills that may be reflected in performance evaluations, job transfers, or promotions, thus necessitating enhanced training in these areas. Developmental training is conducted in alignment with the company's development strategy and objectives, primarily focusing on enhancing employee capabilities to support the company's growth. The selection of training content should be based on a training needs analysis, closely linked to employees'

career planning and job requirements, and, importantly, should serve the long-term strategic

development of the organization.

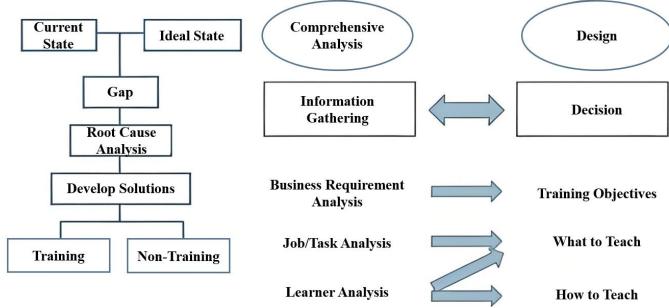


Figure 1. Relationship Diagram of Training Needs Analysis and Design

4.3 Establishing a Scientific Training System Model

Enterprises should establish a scientific training system tailored to their actual circumstances.

Taking Siemens AG as an illustrative example, the company's training operates across multiple tiers: First, onboarding training for new employees; second, training programs for university graduates. New graduates entering Siemens undergo a comprehensive assessment evaluating professional knowledge, practical work capabilities, and teamwork skills, with appropriate positions assigned based on results. The university elite training program has built a substantial reserve of management personnel for Siemens. Third, on-the-job training for employees—of the €600 million invested annually in training, 60% is allocated to employee on-the-job development. Siemens employees' on-the-job training and continuing education primarily take two forms: the Siemens Management Course and the on-the-job employee retraining program, with the Management Course being particularly renowned for its uniqueness and effectiveness. Furthermore, a scientific training system demonstrates flexibility in training methodologies. For general staff or technical personnel, traditional classroom instruction and master-apprentice approaches may be appropriate, whereas middle and senior management may benefit more from on-site learning and case studies. If training aims to improve employees' general theoretical knowledge, self-directed classroom instruction can be adopted. If the goal is to enhance practical problem-solving abilities, case studies and scenario simulations prove more effective. Different training methods naturally yield different outcomes; enterprises should continuously improve traditional training

models and establish a scientific training system to enhance competitiveness [9]. An example of a training system construction model is illustrated in Figure 2.

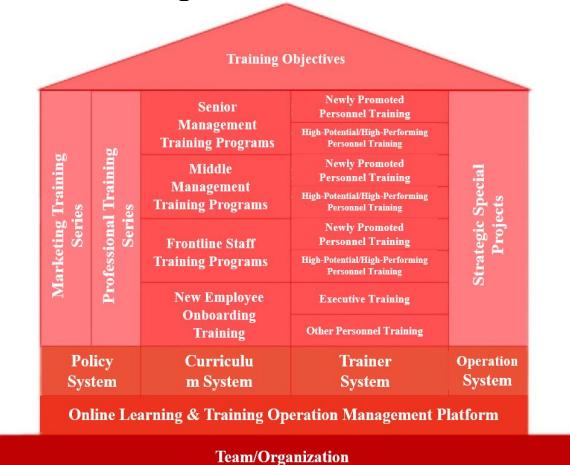


Figure 2. Reference Diagram of the Training System Construction Model

4.4 Adopting Effective Training Evaluation Mechanisms

The participants of training activities are enterprise employees, and their attitudes toward training directly impact effectiveness. When conducting training, enterprises should establish a series of training evaluation mechanisms to complement training initiatives—for example, linking employee promotion, transfer, and salary increases to training participation to ensure employees truly value development. Some domestic companies excel in this area, such as McDonald's management training program, where each employee promotion is accompanied by management training with distinct content at every level. This helps employees clearly understand what training and development means for their personal growth, leading them to cherish every training opportunity.

In summary, to ensure training effectiveness,

enterprises should evaluate outcomes across four levels: satisfaction, knowledge, behavior, and performance. Based on evaluation results, timely improvements should be made to training content, instructors, teaching methods, training organization, and follow-up support to enhance effectiveness, thereby ensuring the training system better serves both organizational development and individual employee needs.

4.5 Improving Enterprise Training Systems and Curbing Training Risks

"As the saying goes, 'Without rules, nothing can be accomplished.'" Effective employee training requires planning as its foundation and systems as its guarantee. Only with sound, rational training systems can enterprise training activities operate effectively. To achieve desired results, training must have the full support of all employees, with institutional frameworks establishing clear constraints.

Without a scientifically sound training system, enterprise training initiatives face considerable risks. Enterprise training systems can be established across multiple dimensions, with essential components including: a training planning system, training certification system, training reward and penalty system, training time guarantee system, dedicated training budget system, training assessment system, training quality tracking system, among others. The training system should be formulated and updated by a dedicated training department. Regarding organizational structure, enterprises may either establish a training section within the Human Resources department or have HR directly oversee training functions; however, enterprises of sufficient scale and strength would do better to establish a separate training department (or training center) to perform employee training functions [10].

5. Conclusion

Enterprise employee training is crucial for every organization in an era of volatile economic environments. To address issues such as low participation enthusiasm from enterprises and employees, and persistently unsatisfactory training outcomes, we must begin by transforming corporate training philosophies, conducting thorough training needs analysis, and establishing scientific training systems. Through the constraints of sound training systems, supported by effective evaluation

mechanisms and policy incentives, we can substantially increase organizational confidence in employee training and enhance employee motivation to participate. This builds a continuous talent pipeline for enterprises at different developmental stages, achieving a win-win outcome for both organizations and individuals while creating sustainable core competitive advantages.

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