

Original Paper

Research on New Employee Training Management of Dalian

New Oriental Training School Co., Ltd

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Abstract

As an important link of human resource management, training is the main means of preserving and increasing the value of human resources. In particular, new employee training is the basis and premise for new employees to carry out their work, which can effectively improve the competence of new employees in actual work, thereby promoting the improvement of enterprise economic efficiency, and has been valued by more and more enterprises.

Dalian New Oriental Training School Co., Ltd is a branch of New Oriental Education Technology Group and is currently the largest education and training enterprise in Dalian market. Since its establishment, the company has been in a state of rapid development, and a large number of new employees will be recruited and trained every year. However, due to the immature training system of new employees and imperfect training guidance, the turnover rate of new employees is high, and the training costs paid by enterprises cannot be effectively converted into economic benefits. According to the main links of the training management model, this paper collects and organizes Dalian new oriental training school co., Ltd using the document method, questionnaire survey method and in-depth interview method Relevant information in the management of new employee training, and analyzed the problems in the management of existing training. According to the existing problems, combined with the main theoretical models such as training transfer theory, training demand analysis model, and Kirkoff training evaluation model, targeted optimization measures are proposed to improve the main links in training management and improve the training management performance of new employees.

Dalian new oriental training school co., Ltd needs to do a good job in the process of “training needs analysis, training design, training implementation, training effect evaluation” and other processes to optimize the existing training management, and also needs to ensure the existing optimization measures from the institutional level, personnel level and resource level. Through Dalian new oriental training

school co., Ltd The research on new employee training mainly has the following conclusions of training management: First, new employee training should serve the organizational strategy, and take the organizational strategy and customer needs as the direction of new employee training; In addition, a reasonable training system and process should be built in training management. Second, the training needs analysis should fully consider the needs of new employees and enhance the sense of belonging of new employees. Third, in the early stage of training, it is necessary to enhance the organizational loyalty and commitment of new employees, help new employees establish values that are highly compatible with the organizational culture, and reduce the turnover rate of new employees. Fourth, before training, it is necessary to create the necessary environment to make new employees feel valued; In addition, the focus of new employee training supervision is on training attitudes. Fifth, Dalian new oriental training school co., Ltd new employee training effect evaluation, should be based on constructive evaluation, supplemented by summary evaluation, continuous tracking of behavior layer and result evaluation, use evaluation to improve existing training.

Keywords

human resource management, training management, training enterprise

1. Introduction**1.1 Background**

Jack Welch said, “The ultimate competitive advantage of an organization comes from the willingness and ability to continuously learn and the ability to quickly apply what it has learned to action”. “Investing in training” has become the consensus of many organizations, many of which believe that training improves employee performance and increases productivity and competitiveness. Therefore, enterprises are paying more and more attention to training, especially pre-job training for new employees, and induction training is even more essential.

In recent years, with the increase in the income level of domestic residents and the emphasis on education, the training industry has ushered in a vigorous development, and various training institutions have emerged. K12 training, public examination training, postgraduate entrance examination and study abroad training have all flourished, and the competition in the entire education and training industry is showing a white heat trend.

The education and training industry is not only a knowledge-intensive industry, but also a labor-intensive industry, and human resources are also the primary resources of education and training enterprises. Therefore, how to make good use of human resources to promote the sustainable development of enterprises has become a topic of common discussion among all training enterprises.

Education and training enterprises have a large turnover of personnel, especially the turnover rate of new employees within one year of entry is high, and new employee training is one of the core links of human resource management in training enterprises. Especially in recent years, with the development of mobile Internet, the Internet + of education and training has become a trend. The speed of training

product iteration is faster, and the competent authorities have stricter supervision of training enterprises, which have put forward higher-level requirements for the training of new employees of education and training enterprises.

1.2 Aims and Objectives

This paper takes Dalian New Oriental Training School Co., Ltd., a large education and training enterprise, as an example to discuss the management of new staff training. Dalian New Oriental Training School Co., Ltd., a branch of New Oriental Education and Technology Group, is the largest training institution in Dalian. The employee scale of the company has increased from about 500 in 2012 to nearly 3,000 in 2020. A large number of new employees enter the company every year, and new employees have become an important driving force to promote the growth of the company. Dalian New Oriental Training School Co., Ltd. attaches great importance to the training of new employees, and will carry out specific training for new employees according to the unified deployment of the group head office. However, the training focuses more on some general contents such as corporate mission and corporate culture, which is not localized enough and does not combine with some specific needs of new employees, leading to low satisfaction of new employees and rising dimission rate. The training cost paid by enterprises has not been effectively converted into economic benefits. Therefore, Dalian New Oriental Training School Co., Ltd. needs to summarize the previous experience of new employee training management, do a good job of research, and put forward targeted optimization plan for new employee training.

1.3 Research Questions

RQ1: Will the timeliness of general training, training management process and other factors of external environment cause new employees to be dissatisfied with the overall status of training management in the training process?

RQ2: Does the training service meet the training needs of new employees?

RQ3: Is the help of training design status, such as training cycle, training transfer ability, training content setting targeted, etc. to new employees affirmed by new employees?

RQ4: Can the training implementation process mobilize the vitality and participation of new employees?

1.4 Hypotheses

H1: Lack of timeliness of general training, lack of closed loop of training management process and other factors of external environment will cause new employees to be dissatisfied with the overall status of training management in the training process.

H2: Relevant training services can meet the corresponding training needs of new employees, but the analysis of training needs is subjective.

H3: The training design problems such as long training cycle, poor training transfer ability, poorly targeted training content setting, etc. have not been recognized by new employees.

H4: Insufficient organizational atmosphere and cohesion construction in the training implementation

process, and single training supervision method cannot guarantee the vitality and sense of participation of new employees in the training implementation process.

1.5 Significance of the Study

1.5.1 Theoretical Significance

Help front-line training personnel (training tutors, etc.) improve the relevant theories of new employee training, adjust them according to the actual situation of Dalian New Oriental Training School Co., Ltd., and guide the new employee training of Dalian New Oriental Training School Co., Ltd with relevant theories. After summarizing the training theories of major experts and scholars at home and abroad, combined with some new situations (such as the popularization of Internet and wechat technology, the increase of the new generation of post-1995 employees, etc.), we further expand and enrich the relevant knowledge of new employee training.

1.5.2 Practical Significance

The practical significance of new employee training is mainly reflected in the following aspects: First of all, personnel training is the main method of maintaining and increasing the value of human capital, and new employee training is the basis and premise for new employees to carry out their work. Secondly, new employee training is conducive to increase new employees' sense of identity with the enterprise, better integrate into the corporate culture, and build the enterprise into a learning organization. At the same time, it can help new employees to master work skills faster, reduce later work mistakes and save time. Finally, personnel training is the need for continuous innovation and competitiveness of an organization. New staff training can more effectively transmit organizational strategy to new employees and guarantee the implementation of organizational strategy. In general, new employee training helps to connect strategy from top to performance from bottom.

As an education and training enterprise, Dalian New Oriental Training School Co., Ltd. differs from other enterprises in that training is the work content of employees. Training products are intangible, the most important thing for customers is the quality and effect of training, therefore, the quality of new staff training is related to the development of new staff later work, but also directly affects the industry competitiveness of Dalian New Oriental Training School Co., Ltd. However, there are few researches on new employee training in educational enterprises. Therefore, it is of practical significance and necessary to study new employee training management in educational enterprises.

By investigating and analyzing the current situation of new employee training in Dalian New Oriental Training School Co., Ltd., this paper finds out the existing problems in new employee training, provides basis for subsequent improvement, and makes new employee training better and more effective. In addition, through the analysis and research of this paper, it is also hoped to improve the training efficiency of new employees of Dalian New Oriental Training School Co., Ltd. so as to provide qualified fresh blood for the development of enterprises and qualified and excellent new teachers for the private education in Dalian.

Finally, by focusing on new employee training, enterprises can make full use of human resources from

the entrance end to improve and enhance corporate performance, realize sustainable development of enterprises, and provide some reference for new employee training in other industries to improve the inter-organization and inter-organization training validity.

1.6 Limitations of the study

I designed a questionnaire to understand the current situation of training management of new employees in Dalian New Oriental Training School Co., Ltd., but the sample size is small, so the training questions obtained are mainly based on the valid samples collected. Future studies can expand the sample size of the questionnaire and increase the number of interviewees, so as to obtain more comprehensive and effective information.

2. Literature Review

2.1 Review of Related Literature

2.1.1 Training Management Models and Theories

(1) Training management model

In the process of studying training management, experts and scholars at home and abroad put forward many process models of training management, which played an outline role in the research of training management.

Jon and Randy (2009) propose that the training and human resource development process is divided into four steps: needs analysis, design, implementation and evaluation (see Figure 1).

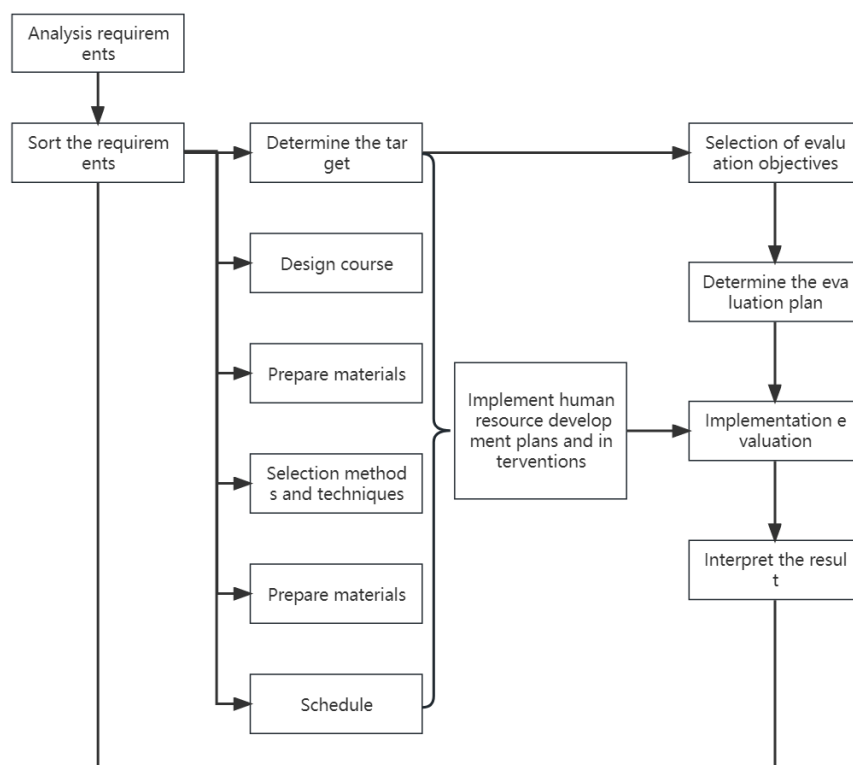


Figure 1. Training and Human Resource Development Process Model

In summary, the training management process model proposed by foreign experts and scholars such as Werner and Noy is roughly carried out in accordance with the training needs analysis, training design, training implementation and training evaluation, and highlights the important role of communication feedback in the entire training management process.

(2) Training management theory Tracey (1991) believes that improving organizational performance is the ultimate goal of training management activities. Training management activities are the organization to take some effective measures to update employees' knowledge reserves and improve employees' work efficiency. Training management activities may exist at different stages of corporate activities.

Putra et al. (2021) believes that employee training management is that enterprises formulate training-related systems, plans and methods according to their actual conditions, and finally summarize and evaluate training in order to detect the effectiveness of training management activities. The ultimate goal is to improve the competence and quality of personnel in different positions of the enterprise, so as to promote the development of the enterprise itself and achieve the improvement of efficiency.

Wanous and Reichers (2000) believes that the training and management of electric power enterprises mainly consists of three parts, namely the operational level, the resource level and the institutional level. The formulation of training programs, training needs analysis, training implementation and training evaluation, training tracking, etc. constitute the operational level of training management. The growth system of training employees, the training curriculum system, and the training lecturer system constitute the resource level of training management. At the institutional level, it includes general training principles, training systems, training management procedures, training methods, training standards, etc. Effective training management can enhance the ability of enterprises to adapt to changes in the external environment.

Zhang (2010) pointed out that training management consists of five different aspects, including: strategy, planning, implementation, system, and evaluation management. It is necessary to let innovation run through the entire training management process, including the innovation of concepts and models, as well as the innovation of means, resources and assessments. To improve their industry competitiveness, it is necessary for enterprises to do a good job in training management.

To sum up, domestic experts and scholars believe that training management is a systematic project, which requires not only managing the people in training, including training objects, training lecturers, etc., but also sorting out the things in training, including training plans, methods, evaluation, tracking, etc. Training management needs to build a reasonable training management process, build a training management system, and continuously adjust and innovate.

The main purpose of training management is to better establish and improve the training system and training system, improve training performance, enhance training effect, and maximize the value of training.

2.1.2 Train a Needs Analysis Model

Geng (2008) pointed out in “Discussion on Enterprise Training Demand Model” that there are two main training demand analysis models: Goldstein model and competency characteristic model.

(1) Goldstein model

The Goldstein model is a more classic training needs analysis model, and its most prominent feature is to look at training needs analysis from a systematic perspective through hierarchical classification. The systematic integration of organization, tasks and personnel needs makes the training needs analysis more comprehensive and improves the scientific nature of the analysis. The model considers that training needs analysis consists of three parts, including organizational analysis, task analysis, and personnel analysis.

For new employee training, organizational analysis needs to take into account that new employees are malleable and highly cultivated, and new employees can be cultivated according to the needs of organizational strategy, but it is also necessary to take into account the lack of stability of new employees; Personnel analysis needs to take into account that most new employees are zero-based and have a low starting point, so new employee training should highlight the basic and practical, and gradually carry out relevant training work.

(2) Competency-based training needs analysis model

Competency is an individual's superficial and deep characteristics, including knowledge, skills, social roles, self-concept, traits, and motivations, that distinguish between excellers and mediocrities in work performance. The sum of a series of relevant competency characteristics that lead to high performance in an organization is the competency model. In the training needs analysis, the introduction of the model is indispensable, and the measurability of the competency model makes the subsequent analysis more specific and standard, improving the effectiveness of the analysis.

Based on the competency training needs analysis model, first of all, according to the needs of organizational development, the core competency of the enterprise should be extracted, so as to further determine the competency quality model of the key positions of the organization, and then compare the existing skill level of employees with it to find out where the training needs are.

The competency-based training needs analysis model facilitates the implementation of organizational performance evaluation because it clarifies the relevant competency criteria. The model identifies the key characteristics required for the job, and by comparing the qualities that employees already have, they know what they still need to improve their competencies. Finally, the model clearly communicates the organization's requirements to employees, establishing action-oriented learning.

The determination of competency characteristics is a relatively complex process, requiring rich professional experience and long-term data accumulation, follow-up interviews and analysis require professional technical and processing skills, so it takes a lot of time and economic costs, so enterprises are required to have a high level of human resource management capabilities.

In summary, various training needs analysis models have their own advantages and disadvantages. For

new employees, in the analysis of training needs, it is necessary to pay attention to the characteristics of new employees such as low starting point and unclear self-needs. On the basis of summarizing the previous training needs analysis experience, the organization needs to make forward-looking predictions and select appropriate training demand analysis models.

2.1.3 Kirkoff Training Evaluation Model

The Kirkpatrick training evaluation model is proposed by the American scholar Kirkpatrick, which is recognized by most training evaluators and is currently a widely used training evaluation method. According to the depth and difficulty of the training assessment, Kirkpatrick divided the assessment into four progressive levels, namely the reaction layer, the learning layer, the behavior layer and the result layer. This is shown in Figure 1. Most of the other training evaluation models are improved or optimized on this basis.

Hu (2016) pointed out in “The Application of the Kirkoff Evaluation Model in the Evaluation of New Employee Training” that the level of evaluation needs to be determined according to the purpose of training. All levels of assessment are required if the purpose of training is to improve behavior and thus performance, but if the training is only to change attitudes, increase knowledge, and improve skills, only the reactive and learning layers of assessment are required. The four levels of assessment are progressive, and it is necessary to carry out the assessment in turn, which cannot be leapfrogged and skipped.

The deeper the evaluation level of the Kirkoff training evaluation model, the more obvious the effect of the evaluation, but the difficulty of implementation, the time required and the cost will gradually increase. Therefore, according to the Kirkoff evaluation model, when conducting training and evaluation of new employees, enterprises need to select the corresponding evaluation level to carry out training evaluation according to the purpose of training and their own needs. In summary, Chinese and foreign scholars have highlighted the importance of communication feedback in the model when evaluating and using the Kirkoff evaluation model, emphasizing the need for two-way interaction in evaluation to discover and improve the shortcomings in the assessment. However, the model has some subjective factors, and there may be some errors in the evaluation.

The employee mobility and turnover rate of education and training enterprises are generally high, and the evaluation of the effect of the Kirkoff evaluation model on new employee training should be mainly based on the reaction layer and the learning layer, supplemented by the behavior layer and the result layer. This would strike a balance between the effectiveness of the evaluation and the cost of the evaluation. The object of this study is new employees, and the behavioral layer evaluation and result layer evaluation in the Kirkoff evaluation model should take into account the age factor, and the new employee's service life is shorter, so the evaluation at the behavior layer and the result layer will naturally be different from that of old employees.

2.2 Summary

(1) As an important part of human resource management, employee training has been studied in depth

and meticulously by scholars at home and abroad. However, there are fewer specialized new employee training studies, and most of them are used as the beginning part of employee training, making a brief and simple introduction.

(2) The outstanding difference between new employee training and other training in the organization is that new employee training not only needs to improve employee competence, but more importantly, make new employees become qualified enterprise people, help new employees accept and identify with the values of the enterprise, develop behavioral norms that meet the work requirements, and then realize the transformation from “social person” to “company person”. New employees identify with corporate values and develop good behavior norms that will have a multiplier effect on subsequent knowledge and skills training.

(3) New employee training needs to enhance the trust of new employees in the organization, so that the sense of loyalty and organizational commitment of new employees can be improved, so new employee training needs to make new employees feel the humanistic care of the organization, and the humanistic care of the organization runs through the entire training process of new employees.

(4) The improvement of training performance can be achieved by strengthening training management. Especially for new employees with no work experience, induction training is the first job they accept, and managing related training activities can not only improve the organizational loyalty and work skills of new employees, but also improve overall training performance.

(5) The development of training management activities should be based on a reasonable training management process. A reasonable training management process should include training needs analysis, training design, training implementation, training effect evaluation and other main links, so the subsequent analysis of this paper is mainly carried out from the above links.

3. Methodology

3.1 Research Design

Through the study of the relevant theories of new employee training by experts and scholars at home and abroad, the research of this paper has the following five enlightenments:

First, the research enlightenment of new employees and new employee training. The purpose, content and method of new employee training and mature employee training are quite different, and it is necessary to pay attention to the differences in new employee training and highlight them in the training.

The following are some of the key differences in the training of new and old employees of Dalian new oriental training school co., Ltd, as shown in Table 1.

Table 1. Dalian New Oriental Training School Co., Ltd New and Old Staff Training Comparison

	New employees	Veteran employees (mature employees)
The purpose of the training	Accept the corporate culture and integrate into the organization; Develop norms of conduct and master basic skills; Become a qualified company person	Focus on improving competence
The content of the training	General content, corporate values, knowledge and skills required by the position, emphasizing the basics	Professional content is the mainstay, emphasizing improvement and innovation
The way of training	The basic content of the training requires the attention of the organization. Using the “old with new” training method, internal training instructors are more suitable	The training is innovative, the content is elevated, and it is more suitable for hiring external training instructors for mature employees within the organization
Communication for training	New employees are less familiar with members of the organization, and communication performance is often not smooth, prone to obstacles and conflicts	The training communicates smoothly and easily coordinates interpersonal relationships

Second, enlightenment for the research of training migration theory. The training needs to create a good migration environment, and in addition, internal trainers need to strengthen the learning of training theory.

The autonomy of new employee training is not strong, the training basically follows the mentor, and the guidance and guidance of the training instructor are needed in the training, so it is more necessary to improve the degree of training migration and improve the training effect.

Third, the training needs analysis model, the enlightenment of the research of the training evaluation model of Kochkoff. Training needs analysis needs to take into account the characteristics of new employees starting from scratch and unclear self-needs. Therefore, for new employees, the analysis of training needs should be based on organizational and task analysis, supplemented by personnel analysis.

The evaluation of the training effect of new employees should be mainly based on the evaluation of the reaction layer and the learning layer, supplemented by the evaluation of the behavior layer and the result layer. Choose the appropriate assessment level according to the company's own needs, taking into account the purpose of the assessment and the cost of the assessment.

Fourth, enlightenment for training management research. In the process of training management, it is necessary to pay attention to the “people” in the training, and also need to sort out the “things” in the training, which provides ideas for the development of the later chapters of this article.

Fifth, a reasonable training management process plays an important guiding role in the implementation of training and the optimization of training.

The author refers to the training process model diagram of foreign experts and scholars such as Raymond Noy, Werner and Desimon, and builds the preliminary idea diagram of the new employee training management structure of Dalian new oriental training school co., Ltd according to the relevant theories of training management, according to the main processes such as training needs analysis, training design, training implementation, training effect evaluation, etc., and adding training feedback, as shown in the Figure 2. the subsequent research in this paper, including the investigation of Dalian new oriental training school co., Ltd training status, the summary of training problems, and the proposal of training optimization measures are based on the architecture of Figure 2.

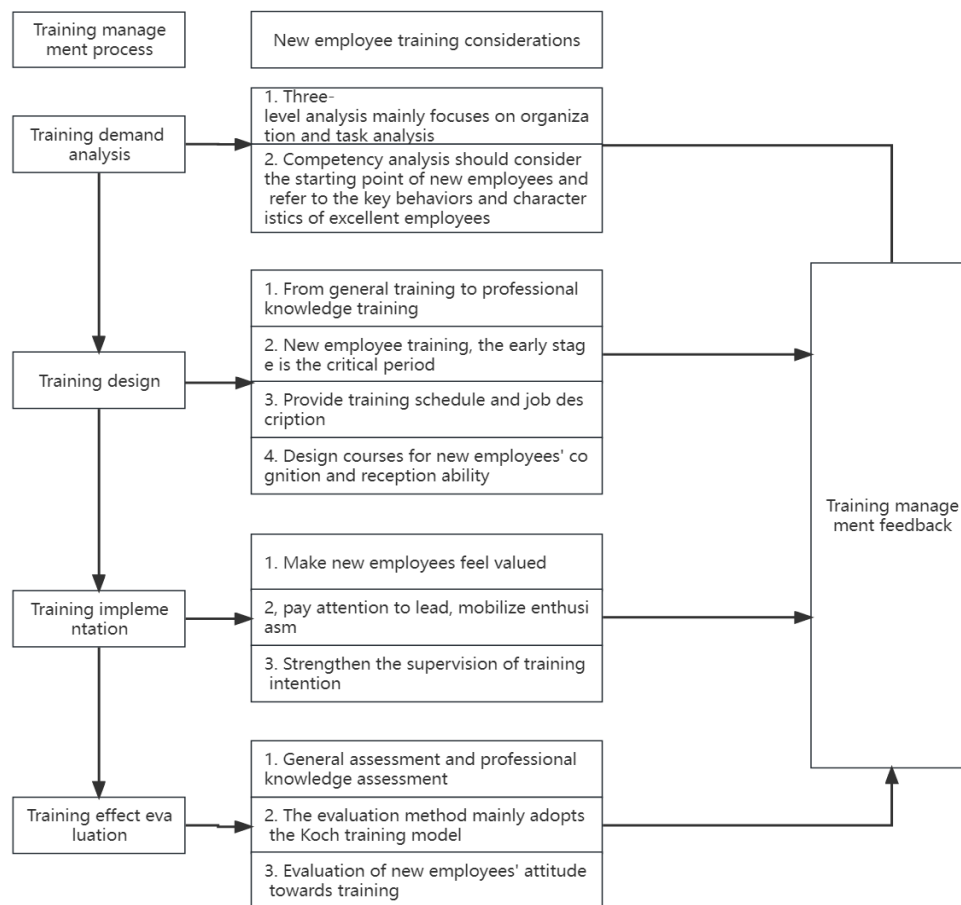


Figure 2. Dalian New Oriental Training School Co., Ltd New Employee Training Management Structure Preliminary Concept

3.2 Samples

The research in this paper is based on the actual situation of new employee training at Dalian new oriental training school co., Ltd, and is carried out through a lot of understanding and research. First, through collection, consult relevant literature for theoretical research; based on questionnaire surveys, in-depth interviews, review of company documents and other means, understand and analyze the current situation and main problems of Dalian new oriental training school co., Ltd new employee training;

finally, by referring to the new employee training feedback, interviewing relevant personnel within the organization and learning from the training experience of new employees in other industries, the Dalian new oriental training school co., Ltd new employee training optimization program was found.

3.3 Procedures

The investigation of this chapter is mainly to collect the internal documents related to new employee training at Dalian new oriental training school co., Ltd, organize and categorize, and extract and analyze the relevant information in the documents. The document method is to collect, classify and organize the existing new employee training materials within the company, so as to obtain relevant data and information.

New employees are required to send weekly training summary feedback during professional knowledge training. In addition, each new employee is mentored by a one-on-one subject training instructor, who evaluates the performance of the new employee's training every two weeks. The training feedback of new employees and the training evaluation of trainers will be retained by the business department using cloud disks.

The documents collected include three parts: the first part of the document is the training feedback and training suggestions of new employees during the training; The second part of the document is the evaluation and summary of the new employee by the training instructor during the training. The documentation in Parts I and II was obtained by consulting the training records of the business units. The third part of the document is to obtain exit information through the human resources department to see what training issues are causing new employees to leave. Dalian new oriental training school co., Ltd new employees in the first year of employment, training is the focus, especially in the first 2 months of employment, training is almost the only job. Therefore, the departure of new employees within one year of entry is likely to be caused by training reasons, and it is necessary to find out what training problems lead to the departure of new employees by inquiring about the reasons for leaving the human resources department.

Purpose: First, to deeply understand the ideas and suggestions of new employees on training, and find out what problems exist in existing training that cause new employees to leave. Second, understand the evaluation and opinions of the training instructor on the new employee, and find out some common problems that the new employee may have in the training.

Target: Training feedback for new employees, training evaluation of trainers, and records of reasons for leaving the human resources department during the training period.

Process: In order to ensure the integrity of the investigation and control the amount of documents accessed, all new employees who joined in January 2019, a total of 61 people, were selected. The training records, training feedback and other information of these 61 people in a complete training cycle from January 2019 to December 2019 were reviewed. During the one-year training cycle for new employees, a total of 26 people left the company, with a turnover rate of about 42.62%. All information on the 61 persons involved in the investigation was collected. The breakdown is shown in Table 2.

Table 2. Aggregation of Information Collected by the Document Data Act

Documents collected	Source	Fill in the person	Number of servings collected (copies)
Training feedback	Departmental Cloud Disk	New employees	61
Training evaluation	(Electronic Version)	Training instructors	61
Human Resources	Human Resources	Human Resources	26
Department Records	Department (Paper Version)	Department	

Through review, collect training feedback, training evaluation and human resources department records these three parts of documents, according to the overall training process, training needs analysis, training design, training implementation, training effect evaluation several links to classify and sort, sort out the existing problems in training management, as shown in Table 3.

Table 3. Documentation Act Findings

Training management link	Documents consulted	Count the times	Problems with training
Overall training process	Training feedback	11	General general training is not time-sensitive after professional training.
	Training evaluation	0	No records
	Human Resources	0	No records
	Department Records		
Training needs analysis	Training feedback	9	The existing training does not fully match its own needs, and the department does not solicit the training needs of new employees in the training. Hopefully, the department can provide some personalized training courses.
	Training evaluation	17	Some new employees have unclear self-needs, do not have a clear sense of career planning and direction, and lack the initiative of training.
	Human Resources	0	No records
	Department Records		
Training design	Training feedback	11	The training cycle is long and there is a sense of burnout.
	Training evaluation	7	The training knowledge can be understood, but it will not be used, and the ability to transfer knowledge by drawing inferences from one case to another is lacking.
		19	General training and professional training overlap and convergence in content, and there is duplication of training.
	Training feedback	0	No records

Training implementation	Training evaluation	2	The training cycle is generally long, leading to the departure of new employees.
	Training feedback	4	New employees believe that the training method has an important impact on the training effect, and hope that the training method can be more innovative, humorous and interactive.
	Training evaluation	16	The training attitude of new employees has an important impact on the training effect.
Evaluation of training effectiveness	Human Resources Department Records	2	Lack of organizational care during training leads to the departure of new employees.
	Training feedback	0	No records
	Training evaluation	2	Some new hires approach assessments with a task-accomplishing mindset and respond negatively to assessments. In addition, the evaluation method of the test, some trainees will review unexpectedly, which does not effectively play the role of evaluation in supervising and detecting the training.
	Human Resources Department Records	0	No records

The investigation through the document method found that the information and questions collected were relatively fragmented. In addition, through the document method, it is also found that the training management problems are mainly concentrated in the training design and training implementation stage, and the training needs analysis and training effect evaluation stage reflect fewer problems, and further research and interviews are needed to obtain more comprehensive information.

Finally, four of the new employees who left during the training period clearly stated that the departure was due to training factors, mainly the perception of the overall length of the training period and the lack of organizational care during the training period.

4. Results

4.1 Based on the Survey Information, Dalian New Oriental Training School Co., Ltd New Employee Training Management Issues

4.1.1 General Status of Training Management

- (1) General education training lacks timeliness, resulting in contradictions between engineering and learning
- (2) There is no closed loop in the new employee training management process
- (3) Training feedback failed to respond and solve in a timely manner
- (4) Training problems caused by the external environment of the organization

(5) The development of the Internet has an impact on the training of existing new employees

(6) The competent departments of education strengthen the supervision of private education

4.1.2 Training Needs Analysis Questions

(1) The training needs analysis is insufficient, mainly based on organizational analysis, and lacks other analysis

(2) The training needs of new employees are not fully grasped, and the demand analysis is more subjective

4.1.3 Problems with Training Design

(1) The training cycle is long, resulting in the loss of new employees

(2) Not paying attention to training and migration, resulting in new employees learning and not using it

(3) The training content is not strongly targeted, and there are cross-cutting and repeated training

4.1.4 Training Implementation Issues

(1) During the training, the organizational atmosphere and cohesion construction are insufficient

(2) The training supervision method is single and lacks strength

5. Discussion and Recommendation

5.1 Discussion Optimization of the Overall Condition of Training Management

5.1.1 Optimize Training Modules

Building reasonable training modules is conducive to better improving the training effect. Dalian new oriental training school co., Ltd's previous new employee training consists of three modules: vocational training, human resources department training and business department training. The general training organized by the human resources department is not timely, and it is often carried out after the professional training, resulting in contradictions between engineering and learning. Due to the simple content of general training, the training time is short, only 2 days. Therefore, the general training is organized by the human resources department and delegated to each business department to be carried out separately, and each business department conducts general training before professional knowledge training to ensure the timeliness of training. The adjusted new employee training module is shown in Figure 3.

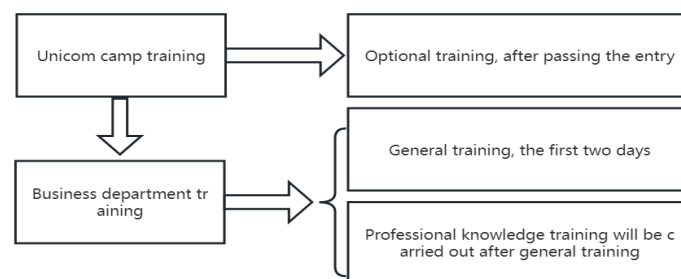


Figure 3. Dalian New Oriental Training School Co., Ltd New Employee Training Module

Diagram (Optimized)

New employee training is more relevant to business units, so general training is delegated from the human resources department to each business unit to carry out separately, and each business unit conducts general training for new employees before professional knowledge training. This can ensure the flexibility of new employee training, and also avoid the contradiction between engineering and learning caused by the untimely general training. In addition, the training work of the human resources department is reduced, which can shorten the radius of new employee training management, which is conducive to the business department to manage the training of new employees more comprehensively. Finally, three training modules such as “main business cognition + professional application + comprehensive quality” are formed to form new employee training.

5.1.2 Optimize Training Feedback

New employee training feedback is an important channel for new employees to put forward training suggestions, point out training problems, and express training demands. It is beneficial to help the organization understand the real ideas and suggestions of new employees in the training, and find problems in the training in time. In addition, training feedback is conducive to improving the self-efficacy of new employees and improving training migration. However, Dalian new oriental training school co., Ltd still has some problems in training feedback: there are fewer training feedback channels, and the organization does not respond to the problems of new employee feedback in a timely manner. Therefore, the author has designed the optimization measures for the training feedback of new employees of Dalian new oriental training school co., Ltd, as shown in Table 4.

Table 4. Dalian New Oriental Training School Co., Ltd New Employee Training Feedback Optimization Measures

Optimization measure	Specific content
1. Broaden your feedback channels	Training tutor feedback, supervisor interview feedback, principal lunch feedback, work email feedback, etc.
2. Feedback problem classification to improve feedback efficiency	Training needs analysis, training design, training implementation, training evaluation and other issues, a total of five sections, improve the targeted solution to the problem.
3. Improve the feedback solution time	Ordinary questions will be answered or solved within 3-5 working days, and complex questions will be answered or solved within 15 working days.
4. Implement the feedback solution principle	Solve the core demands of new employees first, and then solve the common demands of new employees.

Through training feedback, pay attention to the suggestions, opinions and appeals of each new teacher in the training in a timely manner, and enhance the sense of achievement and belonging of new employees in the training.

5.2 Training Needs Analysis Optimization

According to the problems existing in the training needs analysis of Dalian new oriental training school co., Ltd, the author redesigned the flow chart of Dalian new oriental training school co., Ltd new employee training needs analysis, as shown in Figure 4.



Figure 4. Dalian New Oriental Training School Co., Ltd New Employee Training Needs Analysis Flow Chart

5.3 Training Design Optimization

5.3.1 Optimization of Professional Knowledge Training Design

Dalian new oriental training school co., Ltd's existing expertise training for new employees is carried out by each business unit individually, but the timing and method of training is basically the same. Therefore, on the original professional knowledge training process of Dalian new oriental training school co., Ltd, the management structure of new employee professional knowledge training has been reconstructed, as shown in Figure 5.

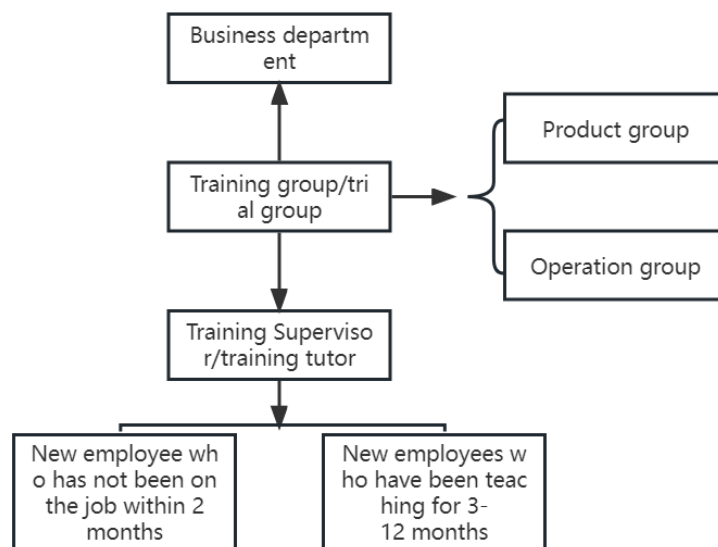


Figure 5. Dalian New Oriental Training School Co., Ltd New Employee Professional Knowledge Training Management Architecture Diagram

First of all, each business department has set up a special new employee training group to undertake new employee training. Secondly, after the professional knowledge training, the new employees have three development directions, one is to join the product group and carry out product research and development (including teaching handout production, publicity material production, etc.); The second is to join the operation team, hold regular lectures, and carry out operational activities such as customer resource maintenance; The third is to join the training group and participate in the training of new teachers after growing into mature teachers. These three career development directions are conducive to helping new employees establish a clear career plan in the early stage of training and promote new employees to quickly overcome the confusion period in the new working environment. Thirdly, in the training group, the training supervisor and the training instructor are jointly responsible for the formulation and specific implementation of the training rules for new employees. Finally, new employees are divided into two categories, the first is new employees who have not been employed within 2 months of employment, and the second is new employees who have been on the job for 3-12 months.

The first 2 months are the key period of training, the management is relatively strict, and the assessment frequency is relatively high, so as to improve the quality of new employee training. For the first 2 months of professional training, Dalian new oriental training school co., Ltd requires tiered training. For new employees with good training performance and excellent assessment, they are allowed to end the training early and start formal teaching. Tiered training is based on training evaluation and is divided into training performers and general training practitioners. Those with excellent training performance can end the training early, and the general training needs to complete 2 months of full training, or even extend the professional training period. Tiered training can meet the training needs of different new employees and optimize training resources.

5.3.2 Optimization of Training Content Design

Dalian new oriental training school co., Ltd's previous new employee training for the first 2 months was all professional knowledge training, and the training time was longer and the content was boring, resulting in an increase in the turnover rate of new employees. Therefore, the first two months of professional knowledge training need to be interspersed with training new employees urgently need to master peripheral business knowledge (e.g., how to quickly integrate into the team, how to reduce stress, etc.). By training these soft knowledge skills, increase the sense of belonging of new employees and improve the pertinence of training.

In addition, in the optimization measures, it is mentioned that the general training of human resources will be entrusted to each business department, so as to reduce the duplication of training content, improve training satisfaction, and reduce the turnover rate of new employees.

Finally, the core values of Dalian new oriental training school co., Ltd are "integrity and responsibility, genuine care, studiousness, and high ambition". Core values need to be focused on training new employees pre-employment to help them quickly integrate into the organizational culture.

5.4 Training Implementation Optimization

Dalian new oriental training school co., Ltd new employee training management, in the training implementation process mainly includes three stages, namely the preparation stage, the teaching stage and the monitoring stage.

5.4.1 Preparation Phase

The preparation stage is mainly to arrange the physical and psychological environment required for training in advance. The physical environment includes giving advance notice to new employees who need to be trained, setting up training venues, checking training materials, and arranging training instructors. The psychological environment includes preparing the training opening statement and necessary ice-breaking activities to welcome the new employees in advance, so that the new employees feel that this is a valued training, so that all the personnel participating in the training activities are familiar with each other, cooperate with each other, and stimulate the new employees to learn.

5.4.2 Teaching Phase

The teaching stage mainly includes three parts: the arrangement of teaching content, the selection of training methods, and after-class counseling. (1) Arrangement of teaching content. New hires are basically zero-based, so the content needs to start with the basics and work step by step. The trainer should be as detailed as possible in the training and explain it clearly to the new employees. The content also needs to be updated in a timely manner according to the needs of the company's business and its new employees. In addition, new employees generally do not have a strong sense of autonomy in training and need the guidance of training instructors.

(2) Selection of training methods. Dalian new oriental training school co., Ltd should advocate a variety of forms of training, both centralized teaching mode, individual tutoring, both online training and offline training. Adhere to interactive training in the training method, the specific steps are shown in Table 5.

Table 5. Dalian New Oriental Training School Co., Ltd Interactive Training Steps

Steps	Essentials
1. I say you listen	Explain what, why, and how
2. You say I listen	Have the new teacher repeat to make sure you understand the main points
3. I do you see	Don't be afraid of trouble, don't skip a step, demonstrate step by step
4. You do me see	Do not interrupt when observing, the new teacher will say first, and the tutor will talk later

Interactive training emphasizes learner-centeredness, focusing on the needs, worries, desires, fears, difficulties and characteristics of new employees. In addition, Dalian new oriental training school co., Ltd also adopts group cooperation, situation playing, game teaching and other ways to mobilize the

initiative of new employee training and improve the quality of training.

(3) After-school tutoring. For new teachers who have been employed within 2 months, it is necessary to adopt a “one-on-one” after-school tutoring method, and each trainer brings 3-5 new employees to ensure that the new employees can consolidate the training content in a timely manner. In addition, the trainer must conduct regular interviews with new employees, no less frequently than once a week. Understand the training status of new employees through one-on-one interviews. The main issues of the interview are shown in Table 6.

Table 6. Dalian New Oriental Training School Co., Ltd Training Instructor Interview Form

- | |
|-------------------------------------------------------------------------------|
| 1. Views on the department's training work arrangement |
| 2. Self-evaluation in the training work, advantages and areas for improvement |
| 3. The confusion and difficulties encountered in the training at present |
| 4. Help and resources needed for training |

The training instructor fills in the interview feedback and training evaluation of new employees every 2 weeks, and mainly hopes to achieve the following goals through the interview: first, understand each new teacher and know what they need in training; Second, let the new teacher know what the training mentor, department and company can give him; Third, let the new teacher know what the department's expectations are for his training and what level of training is considered good. Fourth, encourage and supervise new employees through face-to-face interviews.

Finally, the trainer also needs to pay attention to some difficulties encountered by the new employee in life, and help the new employee solve the difficulties in life and training as much as possible. Strengthen the organizational atmosphere and cohesion construction through face-to-face interviews, let new employees truly feel the care and warmth of the organization, and build warm new employee training.

5.4.3 Monitoring Phase

Dalian new oriental training school co., Ltd in the new employee training mainly adopts the way of attendance to supervise the new employee training, and the supervision method is relatively single. In the training process, you can add periodic training tests to supervise the training effect of new employees. In addition, the trainer can also supervise the new employee by checking the assigned training tasks, talking after class, etc. Through supervision to ensure the training effect, improve the training enthusiasm of new employees.

The training and monitoring of professional subject knowledge will be carried out in stages and gradually deepened, and the supervision covers the whole process of professional training, which can be divided into the following five stages, as shown in Figure 6.

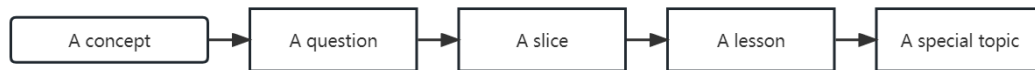


Figure 6. Expertise Training Phased Control Charts

In the monitoring phase, if the actual training effect is deviated, timely adjustment and control are required, and the specific control process is shown in Figure 7.

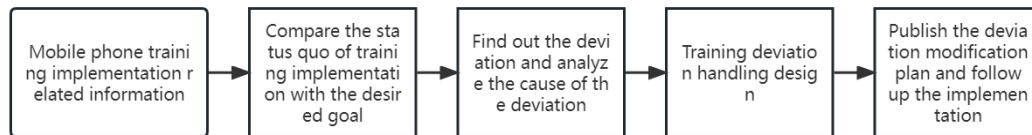


Figure 7. Dalian New Oriental Training School Co., Ltd New Employee Training Implementation Monitoring Flowchart

Finally, in the training supervision, the training attitude of new employees is the most important, the supervision of training knowledge is secondary, and the supervision of training ability is last. Therefore, the focus of training supervision is on training attitudes and training knowledge.

5.5 Optimization of Training Effect Evaluation

The pursuit of excellent training results is one of the goals of new employee training management, so it is necessary to make a reasonable evaluation of the effect after training. The evaluation and assessment of training effect can more comprehensively understand the value generated by new employee training, make corresponding judgments on the existing training demand analysis, training resource allocation, and training plan implementation, and point out the direction for subsequent new employee training management. Therefore, Dalian new oriental training school co., Ltd In the management of new employee training, the training evaluation system should be continuously improved, so that the existing training evaluation is more scientific and reasonable.

The author refers to the current situation of training evaluation management before Dalian new oriental training school co., Ltd, and believes that the optimization of Dalian new oriental training school co., Ltd training evaluation system should include training effect evaluation process, training effect evaluation method, Training effect evaluation application and other three aspects. And the corresponding optimization measures are proposed, as shown in Table 7 for details.

Table 7. Dalian New Oriental Training School Co., Ltd Training Effectiveness Evaluation Optimization Measures

Dimension	Assess the current situation	Optimization measures
Training effectiveness	Dalian new oriental training school co., Ltd The existing assessment does not have a clear evaluation	Design and build the training evaluation process of Dalian new

evaluation process	process, but is divided into general assessment and expertise assessment.	oriental training school co., Ltd.
Training effectiveness evaluation methods	Dalian new oriental training school co., Ltd adopts the Kirkoff evaluation model, which only evaluates the reaction layer and the learning layer during the training phase, does not track the effect evaluation after the actual work, and does not involve the evaluation of the behavior layer and the result layer.	Track the effectiveness of training after actual work, and increase the evaluation of the behavior layer and the result layer.
Training effectiveness evaluation application	The existing evaluation effects are both constructive and summative.	The training evaluation of new employees is mainly constructive evaluation, supplemented by summary evaluation; Use assessments to refine post-training.

5.5.1 Training Effectiveness Evaluation Process

The purpose of the new employee training assessment is to find relevant information from the assessment, determine the value of the existing training, identify the problems in the existing training, and improve it in the subsequent training. The starting point and the end point of the process related to the assessment are carried out around the purpose of the assessment. The training effect evaluation process designed by the author consists of eight parts, as shown in Figure 8.

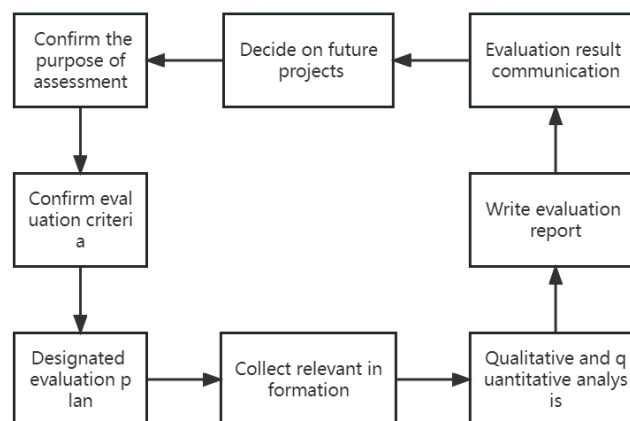


Figure 8. Dalian New Oriental Training School Co., Ltd New Employee Training Effectiveness Evaluation Process

By constructing a relatively reasonable training effect evaluation process, the evaluation work can be more institutionalized and process-oriented, and it is also conducive to achieving the purpose of evaluation.

5.5.2 Training Effectiveness Evaluation Methods

Dalian new oriental training school co., Ltd's previous evaluation mainly used the four-level evaluation model proposed by Kirkpatri, but only the learning layer and the response layer were assessed, and the behavioral layer and the outcome layer were not evaluated. To this end, it is necessary to further strengthen the depth of assessment and assessment, and through the assessment of the degree of connection between training and actual work. Therefore, the author redesigned the stages and methods of evaluation based on Kirkpatri's four-level assessment model, as shown in Table 8.

Table 8. Dalian New Oriental Training School Co., Ltd New Employee Training Effectiveness Evaluation Phase and Methodology

	Level	1	Level	2	Level	3	Level	4
Training phase	assessment	layer	Assessment	Level	Assessment	Layer	assessment	layer
	(reaction assessment)		(Learning Assessment)		(Behavioral Assessment)		(outcome assessment)	
Stage 1 (1st month of employment).	√		√					
Stage 2 (2nd month of employment)	√		√		√			
Stage 3 (3-12 months of employment).	√		√		√		√	

(1) Reaction layer evaluation

The reactive layer assessment is mainly based on the survey of new employees through questionnaires. Including the trainees' satisfaction with the training, suggestions for the training, and training feelings about the trainer, training courses, training methods and other related content. Reactive layer assessments are simple and inexpensive, so they should be used throughout all stages of new employee training. However, the evaluation of the reaction layer is more of the subjective feelings of new employees, with a certain subjective tendency, and the evaluation is more qualitative analysis, which may have certain errors.

(2) Learning level assessment

The learning level evaluation mainly evaluates the learning effect of new employees after training. The three parts of assessment, evaluation and self-assessment constitute the learning level assessment of new employees. The assessment is mainly to test the theoretical foundation and practical operation of new employees; The evaluation is mainly by the training instructor of the new employee to evaluate the attitude and daily performance of the new employee in the training; Self-evaluation is mainly the

self-evaluation of new employees, and after each training program, new employees submit training impressions and gains. This is shown in Figure 9.

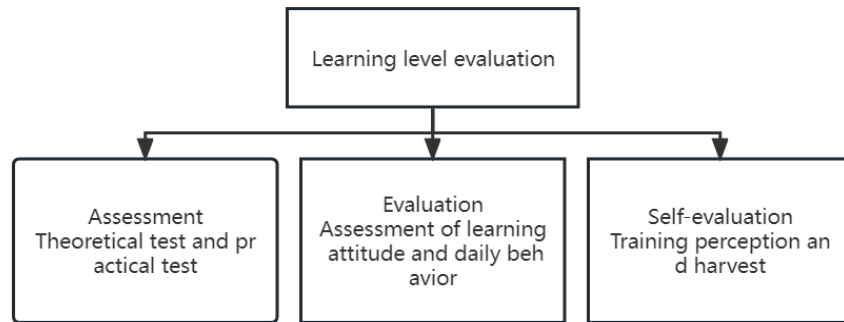


Figure 9. Dalian New Oriental Training School Co., Ltd New Employee Training Effectiveness Evaluation Learning Level Evaluation

(3) Behavioral layer assessment

Behavioral level assessments look at changes in work behavior after new employees receive training. The content of the training can be translated into the actual work behavior of the new employee is one of the purposes of the new employee training, so it is also the focus of the evaluation. The assessment of the behavior level can be carried out from the second month of training, the behavior assessment in the second month is for the behavior changes in the training, and the behavior assessment from the third to 12th months is for the behavior changes in the actual work. The evaluation of the behavior level is mainly evaluated by the new employees themselves, training instructors, colleagues and external customers, for this purpose, the “Dalian new oriental training school co., Ltd new employee training behavior layer evaluation form” is designed, as shown in Table 9, to obtain the behavior changes of new employees in training and work.

Table 9. Dalian New Oriental Training School Co., Ltd New Employee Training Behavior Layer Assessment Form

Name:	Supervisor:	Evaluation Date:			
Evaluation period:					
Evaluate the project	Specific description	Pre-training behaviour	Behavioral manifestations after the end of the cycle	Suggestions for improvement	for
Behavioral performance during training	Attend the training on time, do not arrive late, leave early Able to actively complete various training tasks Ability to proactively interact with trainers				
Working period business	Be able to teach proficiently				

knowledge	Strong classroom design and control
	Be able to motivate students
Work-term operational skills	Proficiency in the use of teaching tools
	Ability to design lesson preparation notes
	Ability to correct assignments accurately and skillfully
Work period team collaboration	Ability to cooperate effectively with colleagues in other departments
	Ability to take the initiative to help other colleagues at work

(4) The result level evaluation mainly evaluates the return on investment brought by the training of new employees, that is, whether the training improves the economic benefits of the organization. The evaluation of the result layer requires more analysis through business data. For new teachers, the result level evaluation of Dalian new oriental training school co., Ltd focuses on key indicators such as student continuation rate, total teaching lesson elimination, student performance improvement rate, and teaching complaint rate.

The factors that affect the job performance of new employees are many, and training is only one of them. The impact of new employee training on actual work performance decreases over time, but the evaluation of the result layer takes a long time, so it is recommended that the evaluation of the result layer should be carried out about 3 months after the end of the training.

5.6 Concluding Remark

Dalian new oriental training school co., Ltd has grown rapidly in recent years, with a large number of new employees joining every year, but the high turnover of personnel and inadequate training management have adversely affected the development of the organization's business. Therefore, how to stabilize the new workforce through training, find out the problems in training management, and improve the quality of training has become an important issue faced by the organization. To this end, the author designed the corresponding questionnaire and interview, and reviewed relevant literature and company documents, basically sorted out the current situation and existing problems of Dalian new oriental training school co., Ltd new employee training management, and found out the reasons behind the problems. By collecting the opinions of relevant personnel within the organization and learning from the experience of training new employees in other industries, the methods and safeguard measures for training management optimization are proposed.

Through exploration, there are mainly the following conclusions:

(1) Research conclusions on the overall status of training management. First, new employee training should serve the organizational strategy and enhance the pertinence of new employee training; Second, new employee training needs to build a reasonable training management process and system, which is conducive to sorting out the problems existing in Dalian new oriental training school co., Ltd new employee training management, and also conducive to proposing optimization measures. Third, the training and management of new employees should meet the requirements of supervision and the needs

of business. Dalian new oriental training school co., Ltd's new employee training management work, within the organization to link up strategy, down to performance; Externally, the regulatory requirements and customer needs should be taken as the direction of new employee training.

(2) Conclusion of training needs analysis. The analysis of new employee training needs should not only be considered from the organizational level and task level, but also carry out personnel analysis to fully investigate the needs of new employees. This can not only improve the rationality of training needs analysis, but also enhance the sense of belonging of new employees and stabilize the new workforce.

(3) Conclusion of training design research. For new employees, in the early stage of training, not only professional knowledge should be trained, but also content that enhances the loyalty and commitment of the new employees' organization, helping new employees establish values that are highly compatible with the organizational culture, so as to reduce the turnover rate and effectively convert the training costs paid by the enterprise into human resources; In addition, in the training design, it is necessary to plan accordingly in advance to improve the training and migration capabilities of new employees.

(4) Conclusion of the training implementation research. Before the training of new employees, it is necessary to create the physical and psychological environment required for training so that new employees feel that they are valued; In addition, the focus of new employee training supervision is on the training attitude of new employees.

(5) The conclusion of the training effect evaluation research. Dalian new oriental training school co., Ltd's new employee training should be based on constructive evaluation, supplemented by summary evaluation, and continuously track the evaluation of the new employee behavior level and the outcome level, and use the evaluation to continuously improve the existing training.

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