

Using the Combination of Practical Cases and Earlier Theories to Analyse the Impact of Employee Training and Development on the Company

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Abstract. Employee training and development is one of the critical factors in improving a company's performance and protecting against customer churn. Such research discussions support the general belief held by management that employee development contributes positively to organizational performance. In this article, the study will consider many factors, such as company size and organizational culture. However, the principal analysis of the impact of the organizational environment and individual characteristics on the company is the center of this article. These early theories combined with real-world cases provide ideas worth exploring, and in this article, a questionnaire will be used to collect and analyze employees' ideas.

Keywords: Employee training, Development, Performance, Characteristic, Environment.

1. Introduction

With enterprises' continuous innovation and development, more and more companies believe that employee training is one of the critical factors for enterprise development. Whether the staff training is qualified and whether it can bring professional services to customers are important factors for the company to protect customer resources [1]. Employee training is getting more and more attention because large companies have gained a lot from practical experience and theory. At the same time, emerging industries need help with employee education and training, resulting in customer loss [1]. Therefore, this article will extensively use training and quantitative research methods to provide data and evidence to analyze the impact of employee training on the company. In addition to analyzing the impact of employee training on customers, what causes can affect employees' sense of belonging to the company also needs to be studied, such as the impact of the company environment, human resource management, and psychological stress at work [2]. Combining the two gives employees the general direction of training, education, and promising future planning. Some employees say they will stay with the company if they feel they have a chance to improve their skills. In this way, based on protecting employee training and education, these employees will not be lost to other companies [3]. Company performance is strongly related to employee training, which is also related to the company's development. In addition to employee training as the basis of the leading company development, corporate human resources are also gradually screening the educational background when personnel is onboard to reduce the pressure and time consumption caused by subsequent employee training to the company. At the same time, the advantages and disadvantages of different policies and training were analyzed by comparing data from different types of companies in different countries. From this comparison, the combination of employee training and business development was explained, and the close connection was explained.

Since employees with suitable skills and literacy can bring long-term customers to the company, more companies are paying attention to organizational training and employee performance. This has become one of the top priorities for the Human resources department, but more than training and development is needed to support the company's work implementation [4]. Therefore, the critical direction of improving training is to implement employee performance and the development focus of training. Researchers propose two research priorities for employee development, which greatly help companies, 1) "Environmental factors in an organizational context and the correlation between

employee development work levels and employee expectations." 2) "The relationship between individual and group work environments." [5] These two studies focus on many aspects and considerations and accurately discuss the thinking and ideas of employees who influence externally and internally. Such research and development directions help trained employees quickly reach the company's required standards.

2. Two cases to analyze the study

2.1. Organisational Environment

For the first proposed research direction, the organizational environment has become one of the reasons employees continue to stay in the enterprise to help the development of the enterprise. From the actual case, this hypothesis is persuasive. They surveyed two different types of companies, Chinese state-owned enterprises and Japanese foreign enterprises. Using quantitative research methods, 31 Chinese and 9 Japanese companies were surveyed, including 350 employees of state-owned enterprises and 250 Japanese companies [6]. The response rates to the questionnaires reached 83% and 81%, and from these questionnaires, we can analyze how the organizational environment and the company's human resources training have affected the company [6]. What is more, using these companies with very different corporate cultures can maximize the true impact of the organizational environment on employee training and development.

Because earlier research suggested that the two most significant variables influencing managerial career progression were demographic and organizational variables, they found a significant correlation between the quality of the career development environment and the level of management skills practice. In addition, they emphasized that the organizational environment in which managers can engage in learning-by-doing activities constitutes a fundamental foundation for acquiring management skills [7]. Using a sample of Chinese and Japanese companies, cross-cultural comparative perspectives and models predicted that large companies create a more favorable organizational environment for management career development than small companies. The organizational environment for career development generally refers to the company's training, promotion, salary, incentive systems, and career development programs focused on individual managers [6]. Management skills learning and retention progress can best be promoted in an environment conducive to career development. However, in Japan, companies worldwide face reduced promotion opportunities, layoffs, and restrictions on entry qualifications due to increasing global business competition. So, in contrast, large companies are perceived to be more capable of creating an excellent organizational background to provide opportunities for employees to be promoted, which will also keep talent within the company to continue to develop, which is suitable for the organization and its employees, including customers. Suppose a company can create an environment to help employees train and improve [6]. In that case, employees should strive to develop their management skills while improving their performance levels. Therefore, According to the analysis of Chinese and Japanese companies, it can be found that the organizational environment significantly affects employee development [6]. Individuals in organizations do not exist in their environment but in complex systems that shape their competing interests and constant work pressures. Like the questionnaire survey on organizational culture and values of Chinese state-owned enterprises and Japanese foreign companies, the factors influencing the company's general environment affect employee development plans to some extent. This phenomenon further demonstrates the positive impact of a company's Human Resources department in terms of training and considering employee development. The liberal management can be adopted for employee development, and the group management system exists in work, which can reduce the impact of the general environment on employees and make each group produce different methods so that the impact of the organizational environment on employee development is positive [8].

2.2. Individual and Group Characteristic

As the first research perspective discusses the impact of organizational environmental factors on employee performance and help, the final view also leads to the impact of individual employee characteristics on performance. As one of the critical factors affecting employee performance, organizational environmental factors also play a significant role in their internal employees' self-personality [4]. Therefore, the impact of personal characteristics on performance in the company also needs to be studied. Some studies show that individuals tend to bring their cognitive tendencies into organizational thinking and behavior patterns based on previous learning experiences, such as 'cognitive domain style independence-domain dependence.' [9] Differences in individual characteristics may have an essential mediating effect on the willingness to participate in employee development programs and the anxiety caused by management training than the impact of the overall environment on employee training and company performance. In addition, group characteristics based on demographic attributes can also demonstrate that human resources should consider individuals' cultural values when educating and training members of organizations to improve their performance levels [9]. One study showed that Middle Eastern managers had more coercive management styles than U.S. employees at the same management company [10]. This reflects the impact of personal characteristics on the company's human resources training.

However, only some agree on using performance levels to judge the impact of individual characteristics on company operations. This view is considered a "robot mentality" that reflects a rigid scientific management approach and bears the negative impact of all management training [9]. Only considering the performance level to determine whether the employee training method is correct or not does not correctly consider the goals of employees; the organizational environment, to a certain extent, determines the company's performance and employee training results, but the organization is composed of groups and individuals, under the premise that each independent person has his own goals, the company's management department needs to accept everyday conflicts and department training needs to consider personal characteristics [9]. This new management model, known as "soft human resources," can also be considered a high-performance work system that realizes the expected benefits of management and labor [10]. Under this system, the personality characteristics of employees will provide more opportunities for the organization to develop. Hence, this diversity considers employees' goals and provides many opportunities. Such an opportunity to integrate personal characteristics into the organization in the face of increased competition in the world's business models, diversify the training of management, and the result will help the company's performance gradually improve while also ensuring that employees expect their development prospects - 'the individual working in the organization must fulfill his or her responsibilities if he wants to continue his career progression.' [9]

A U.S. service industry company took this view and conducted practical research. In companies similar to the service industry, it is better to judge what kind of performance a person's personal characteristics will bring to the company. Six hundred forty-one employees participated in the questionnaire, with a completion rate of 75% [9]. In order to take into account the customer's desire to evaluate the company's employee service satisfaction, the company's management department specially designed the questionnaire filled out by individual employees through questions such as promotion opportunities, new talent development opportunities, and the evaluation of the current company as a whole as a question to obtain the results. Furthermore, precisely because the characteristics of individual employees and the characteristics of the company group are taken into account, the result of this questionnaire is that the company realized that in the company's organizational environment, the job satisfaction of different employees differed by nearly 27% [9]. The opportunity to participate in company training affects the satisfaction of employees, including the opportunity to sacrifice their personality and personal ideas in exchange for a job in the company, and can also be considered out of place in the organizational environment, so in addition to the impact on the general environment, personal characteristics and group characteristics also need to be valued by the company [10].

3. Critical Comparison of The Two Cases

From the above two research cases, the training and employee training of the company management department and the focus on employee development have been demonstrated in practice in these two research fields. Organizational environment and individual group characteristics play a crucial role in improving performance for the company's retention of customers. Not only that, but the different groups of employees studied in the two cases also strengthen the reliability of the theory. For example, in analyzing an organization's environmental impact, most of the employees come from two different countries, China and Japan, representing the interest of company management in different countries in this research field. Employees from different cultural backgrounds give companies a different organizational environment, and it is through this diversity of employees that this theory can be discussed. Compared to a survey of such employees, when studying U.S. service industry companies, employees primarily work for one company. In ensuring the same company environment, individual characteristics and group characteristics have a different impact on training and performance improvement than in previous cases, and the conclusions of the first case can complement the conclusions drawn to provide a better argument [11]. In addition, another variable in the study of the second case is the customer satisfaction survey of the employee's work, and the combination of such survey feedback and employee personal survey is conducive to analyzing the impact of personal characteristics on customers, which is entirely impossible to do with employee questionnaires.

4. Conclusion

In summation, management's research into employee training and development is critical in helping companies improve performance and retain customers. This article discusses the impact of the organizational environment and personal characteristics on employee training and development through elaborating and understanding early management theory. The authenticity of the theory is demonstrated by combining current case studies of different types of companies and countries. From the management perspective, employee training and development is a critical factor in the sustainable development and improvement of enterprises, and this impact will become more and more prominent as the research continues. Finally, the discussion of these two cases provides input for future companies' considerations of training and development and also shows an objective argument for this argument.

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