

UNIVERSITY OF MACAU
FACULTY OF BUSINESS ADMINISTRATION

A STUDY ON EMPLOYEE TRAINING SYSTEM OF
MANUFACTURING ENTERPRISES IN ZHUHAI CITY (CHINA)



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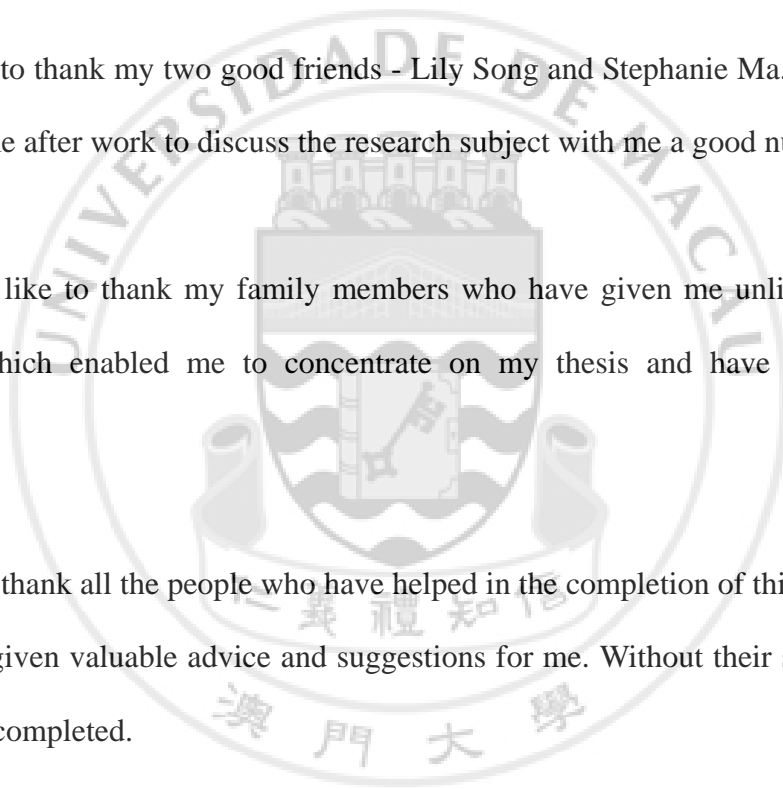
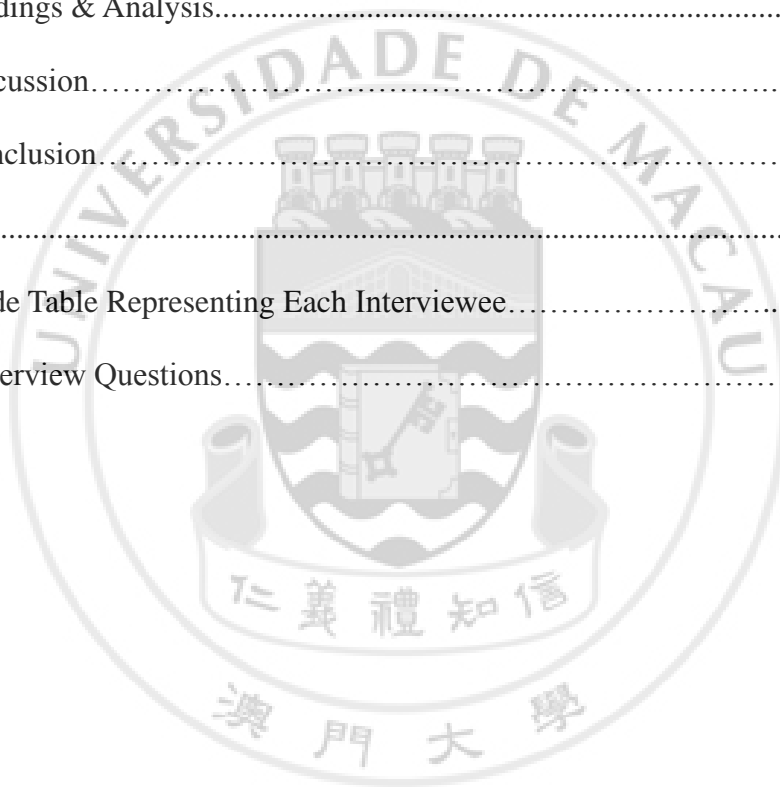


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EXECUTIVE SUMMARY

The manufacturing industry is the core industry of the national economy and is also the key element to improve the nation's technological level of production. In recent years, mainland China has been pursuing the strategy of building the Pearl River Delta industrial base which has pushed the development of manufacturing industry of Zhuhai City to a new height. Under the trend of development of the knowledge economy and globalization of manufacturing, corporate training has become the necessary means to increase business competitiveness. This thesis aims to study the current status of training and development (T&D) of the Zhuhai manufacturing industry, so as to analyze the main problems and challenges it is facing now. In order to help in strengthening T&D in the industry and increasing the contribution of T&D to companies, constructive suggestions and solutions are recommended.

To ensure a better collection of data, in-depth interviews were conducted with eight T&D and Human Resources (HR) managers of Zhuhai manufacturing enterprises. Five other interviewees included managers of other departments who were recommended by the eight managers for their good understanding of T&D in the industry. At the moment, there are approximately 1,800 foreign invested enterprises in Zhuhai City. Among the seven manufacturing enterprises studied, five are foreign invested manufacturing enterprises and two are private manufacturing enterprises. The interview questions comprised six parts. They included background information of the interviewees, analysis of training needs, design of training, development of training, implementation of training as well as evaluation of training. Triangulation was used as the

method of analysis in this thesis.

The study found that the T&D of manufacturing enterprises in Zhuhai showed some problems in all aspects of the training cycle (training needs analysis, training design, training development, training implementation, and training evaluation). For example, there is a lack of personal occupational career planning and development of training materials in the enterprises. They also have no system of management for training trainers. Moreover, T&D resource allocation is not uniform. Companies focus on technical staff or the middle management's T&D but neglect that of the front-line staff. During training implementation, the training time and working time conflict has become the main problem. In addition, lack of top management support also made training implementation difficult.

Furthermore, study found that manufacturing enterprises in Zhuhai ignore the staff's benefits and seldom consider the dominant position of the staff. Companies also failed to integrate the employees' career development needs and their future career development into the training system.

To solve these problems, the study focused on strengthening all aspects of the training system and proposes the use of some training institutions to manage T&D, such as linking T&D with employees' promotion or compensation directly, and so on.

From this study, corporate training emerges as an important way to improve the enterprise's human capital and enhance its competitiveness. Combined with staff occupational career

development, T&D should highlight the dominant position of the staff in training activities, focus on staff benefits aside from the advantages to the company, and underscore the harmonious development between the enterprise and its employees.

This is the first research on training and development in the Zhuhai manufacturing industry. Similar studies on the Zhuhai manufacturing industry are missing at this moment. More importantly, this research serves as a reference for future training and development of the Guangdong Province and the whole Pearl River Delta. Last but not least, the research results can be helpful information for researchers interested in the field of training and development of the manufacturing industry.

