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THE INFLUENCES OF EMPLOYEE TRAINING TO HUMAN RESOURCE MANAGEMENT IN CHINA

Case Company: Hua wei

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TIIVISTELMÄ

Haasteista, mitä yritykset kohtaavat, on tullut monimutkaisempia kuin koskaan ennen. Kun kilpailua on niin kotimaassa kuin ulkomaillakin, monet yritykset yrittävät saada kilpailuetua kiinnittämällä huomiota henkilöstöjohtamiseen.

Henkilöstöjohtamisesta on tullut yleisempää ja se nähdään strategiana, jonka avulla yritykset kehittävät kilpailukykyään liiketoiminnassaan. Yksi vaikeista kysymyksistä on, mitä osaa henkilöstöjohtamisesta yrityksen pitäisi kehittää. Useimmat yritykset päättävät kehittää henkilöstön koulutusta vähentääkseen kuluja ja kehittääkseen taitoja.

Mitä tulee henkilöstön koulutukseen, koulutuksen tapa on tärkein osatekijä. Koulutusmenetelmä perustuu usein yrityksen kokoon. Pienet yritykset pyrkivät yhteistyöhön yliopistojen ja koulutusorganisaatioiden kanssa kehittääkseen henkilöstön koulutusta, kun taas suuret ja keskikokoiset yritykset rakentavat omat koulutusorganisaationsa päästäkseen tavoitteisiinsa. Yritysyliopisto (enterprise university), joka kiinnittää monien yritysten huomion, on eräs tehokas koulutusorganisaatiomuoto.

Huomioiden haasteet kansainvälisessä ympäristössä, Kiinassa tehdään yhä enemmän tutkimusta siitä, miten henkilöstökoulutus toimii kiinalaisissa yrityksissä ja sopiiko se nykyiseen talousympäristöön. Tämän opinnäytetyön tavoitteena on analysoida henkilöstökoulutuksen vaikutuksia käyttäen esimerkkiyrityksenä Huaweita.

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ABSTRACT

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The challenges for the company have become more complex than ever. With the competition from both domestic and foreign markets, many companies try to get competitive advantages in their business by paying attention to human resource management.

Human resource management has been recognized and it is even seen as a strategy for the company to become competitive in their business. Which part of human resource management the company should improve is one of the hard choices for the company. For this, most of companies choose to improve staff training to decrease the costs and increase the skills.

Considering the staff training, the way of training is the most important part. Based on the scope of company, small companies try to cooperate with the universities and training organizations to improve the staff training while the big and medium-sized companies choose to build their own training organizations to achieve their goals. Enterprise university, which attracts many companies' attention, is one of effective training organizations.

This thesis aims at analyzing the influences of staff training, benchmarking Huawei as a case company. As more challenges in the international environment are recognized, there is a growing research interest in China how the staff training is working in Chinese companies and if it is suitable for the economic environment.

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1   INTRODUCTION

After the financial crises in 2008, the business environment become more complex and the financial crises makes a great difference for the economics of the world. With the changing business environment, the enterprises want to find a area which can be improved to get enough profits to live in the worse situation and to tide over these difficulties from the financial crises.

The area which attracts the attentions from many companies is human resource management. The efficiency and motivation of employees and their skills are proved to be the key elements for the development of the company. Better human resources management system can be of great help for the company to get over these difficulties easier and bring more benefits in the competitive business environment.(Li 2012)

As a really import component of human resource management, the employee training is paid much attention to by the leader of the company. Some small and medium sized enterprises choose to cooperate with professional training organizations and the business universities to improve their staff training system. Large enterprises try to build its own training department and even build corporate universities to meet the needs of their challenges. (Li 2012)

In this chapter, the background information and the history of human resource management and training processes will be introduced. Then the research objectives, research questions and limitations of the study will follow.

1.1 Background of the Thesis

Business has been used to connect all over the world. Organizations like WTO, GATT, AEPC paly more important roles in the business in recent years. China already joint in the WTO in 2001 and it seems that China will have more   opportunities

and it is a good thing for Chinese business people to be involved in foreign trades. Before being part of WTO, China opened its door for the world from around 1980s. The knowledge of management from western countries has been known to Chinese people and many of them try to implement it in their Chinese companies to get succeed. We can say that today China connects more than ever with the world and is influenced by the world.

The financial crises in 2008 made great differences in the world. The south of China was badly attacked and the influences of the financial crises even impacts on other places. The enterprises in Guangdong, Fujian, Zhejiang, Shanghai and many other cities failed and closed during that period, which directly affected the Chinese business environment negatively.(Li 2012)

When companies faced financial crises, companies like AT&A, Pepsi and many famous companies had no other choices but decided to cutting down their staffs in order to deal with the difficulties. It is proved that the enterprise can only use simple policies like the decrease of staff to deal with the difficulties when they meet bad business situations.(Li 2012)

The layoffs of companies have attracted the attention from the managers of enterprises, human resource managers and many professors. To cut their staff or increase the skills of employees when encountering a financial crises is a hard choice for the company. Employee training is the most important part in human resource management. Some small and medium companies choose to cooperate with professional organizations and business universities to improve their employee training while the big companies try to build its own staff training system and build an employee training organization even build its own corporate university.

Traditionally, the capital, machines and fixed equipment resources are focused on by the enterprises to compete with other enterprises. However, with the development of

management, nowadays the management of human resources plays a more important role in companies' competitive advantage, and it is closely related to business development. We can easily find that the company has paid attention to human resources and it became a common thing that the human resource management is being considered a significant element to get competitive advantages for the company and to be a strategic plan for the future.

The importance and value of staff training has long been recognized. Consider the popular and often repeated quotation, 'Give a person a fish and you feed him for a day. Teach a person to fish and you feed him for a lifetime'. This quote is from Confucius, the ancient Chinese thinker and philosopher and it is very common for Chinese business people to use ancient knowledge to start and develop their business. Employee training can be explained very clearly in this sentence. Teach employees how to do to finish their tasks and what the meaning of each behavior during the work is better than just telling them what to do. It is important to train the staff to solve the challenges in their work rather than just give them salary. When looking at budgets of various companies, we can see that the money budgeted for staff training has increased in recent years which mean the companies has focus on it and more influence has been caused by the staff training (Annual Report 2013-2014).

"Huawei considers our employees to be our most valuable treasure and the key to retaining our competitiveness and leadership position in the long run. Employee health, safety, and benefits are at the top of our mind." (Huawei2015). From here we can see the importance of employees for Huawei and the employees are a treasure for the company to achieve the company's goals.

From Huawei's official website, we can also know that the most costs on management in the company are personal costs which are around 50%-70% of total managed ser-

vices costs.(Huawei 2015) Connect the costs of managed service in Huawei and its saying of employees as treasure, we can know how the company value the employees.

Table 1. Employee Training Statistics (Huawei 2015).

Year	Total Participants	Total Training Person-time	Average Training Hours Per Employee
2011	60,176	849,170	40.65
2012	76,833	1,136,930	20.67
2013	81,358	1,162,848	37.29

Table 1 shows the details of total participants, total number of training time/person and average training hours per employee from 2011 to 2013 of Huawei (Huawei 2015)we can see the cost of time on training is under the high level.

As one of the leading companies in China, Huawei has its own training system and organization-Huawei university. Huawei university is considered as an important party to deal with the staff training and the transformation. It gets much attention from the company and it is seen as a significant party to face the challenges in the future and cultivate the employees to get enough skill for the works. The way of training, the principle and the results of training are really typical and have many Chinese elements in their staff training.

For this thesis, Huawei is chosen to be a company to be benchmarked to show the system of employee training. From this benchmarking, we can find something for the

Chinese companies and analyze if it is possible for other Chinese company to get completive advantages by improving the employee training system. As the employee training is a part of HRM, the design of human resource management in Huawei will also be introduced in this study.

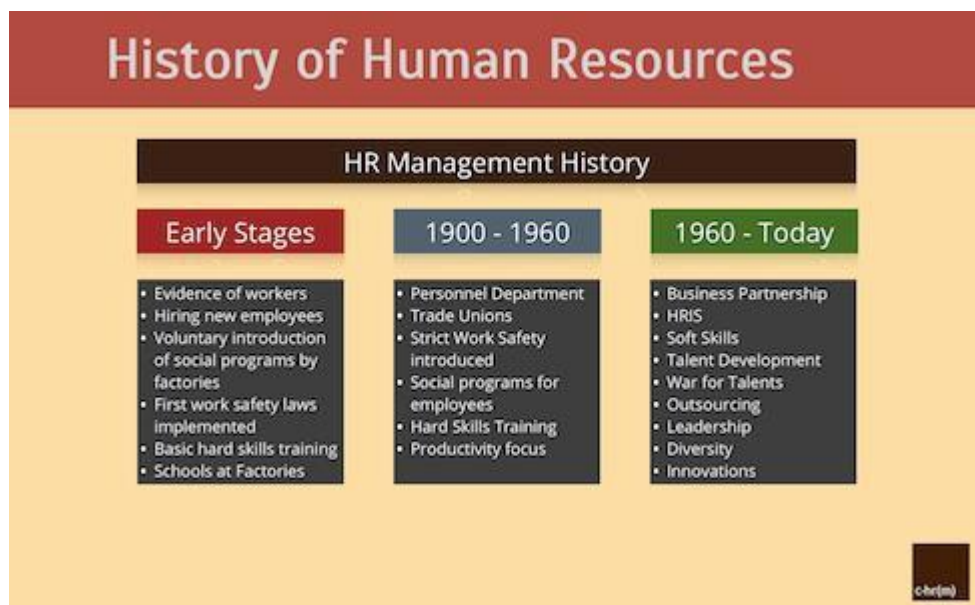## 1.2 History of Human Resource Management

In order to understand the development of human resources management, we should know its history.

It was in the 18th century that the cheap and quick production was focused on by the companies because of the rapid development of new industrial approach of the world. During that time, the factories hired thousands of employees and asked them to work even 16 hours per day. But as a short time went by, many companies found that the employees are more efficiency and product more in the same time if they are satisfied with the working environment and the treatment. Many companies started to improve the working environment to increase their employees' comfort and satisfaction. The government also began to say the human right and the work safety legislation and the work safety laws implemented during this period. (CreativeHRM 2015)

The next period was from 1900-1960. During period 1900-1960, companies began to introduce the Personnel Management. The personnel department had really large responsibilities which included the introduction of new law requirements, implementation of safety programs with different work places and dealing with the certain issues about the employees. The personnel department focuses on the efficiency of employees. After the Second World War, the staff training became popular in the personnel department because of the training programs from the military for the new soldiers. What have to be mentioned during this period are the trade unions. Actually the trade

unions changed a lot of rules. Many improvements were introduced by the trade unions to the employer. (CreativeHRM 2015)

The rule of games were changed began in the 20th century. The real human resource management was introduced to the world. The 'scientific management' was introduced by the Frederick Taylor (1856-1915) in the book ' The Practice of Management'. Because of the influence of the western countries, the human resource became the crucial competitive advantage because of shifted to the services economy from the western countries. The leadership was introduced in that time and it was seen as the right answer for the changes of the management.(CreativeHRM 2015)

Figure1. History of Human Resources.(CreativeHRM 2015)

The definition of human resource management is provided as " Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health, and safety, and fairness concerns"(Dessler 2006).

1.3 History of Training Process

In ancient cultures, simple system for training unskilled workers was provided by master craftsmen. There are three stages in this system: the unskilled novice, the journeyman or yeoman and finally master craftsman. It cost a lot of time for the unskilled worker to become a master craftsman. (Sleight 1993)

In the Industrial Age, the vocational education and training emerged replace the traditional apprentice system for the training of the unskilled worker. The training grew more methodical and focused and the division of labor in a factory resulted in many specific tasks which need equally specific training in a much shorter time span.(Sleight 1993)

In the 20th century, training and development began to be professions, which result in the creation of training associations and societies, the advent of assembly line requiring greater specificity in training, and the dramatic training requirements of the world wars. Henry Ford (1863-1947) introduced the assembly line as his Highland Park, Michigan, plant. The assembly line asks greater division of labor, along with an unprecedented need for precision and teamwork. During this period, the job tasks and assignments needed more highly specific and focused training than ever before.(Sleight 1993.)

During World War I and II, a large number of new workers with little or no industrial education or skills to the workplace got the tasks to rebuild their home countries. This necessitating massive training efforts that were at once fast and effective. With the heavy demand for shipping construction during World War I, many new workers trained on-site by instructors who were supervisors using a simple fort stage method: show, tell, do, check. During World War II, many skilled workers enter the armed

forces and left from their jobs. With the heavy demands of foremen and supervisors, the training within industry (TWI) service was built to train supervisors as instructors. Job instruction training (JIT) was to train new employees in necessary job skills as quickly as possible. Other programs like job relations training (JRT), job methods training(JMT) and job safety training (JST) were presented at the same time.(Sleight 1993)

After World War II, most companies and organizations realized that the training is important for the development as a fundamental organizational tool. Training programs were established and it was seen as long-term strategies working toward improving employee performance. In the mid-1950s, gaming simulations became popular and trainers began giving serious consideration to the efficacy of their training programs. During the time 1960s, the training methods were rapidly increased. New methods included training laboratories, sensitivity training, programmed instruction, performance appraisal and evaluation, needs assessments, management training, and organizational development.(Sleight 1993)

During the 1970s, a new sense of professionalism presented in the training system. Training programs grew dramatically and the Professional Development Manual for Trainers was provided by the ASTD. With the organizational development, the focus of training shifted from the individual to the organization. Technological advances in training included the use of videotapes, satellites, and computers happened.(Sleight 1993)

The 1980s and early 1990s had great influences in training system. The social, economic and political changes coursed the changes on the way corporations do business, which resulted in a increasing need for the effective training. The international com-

petition became complex in that time so that the training programs needed to respond more quickly and effectively to technological change.(Sleight 1993)

The computer became a necessary part of business. During 1980s and 1990s, the knowledge of computer is asked by the companies, which leaded to the computer training and development programs to ensure that their employees have enough basic knowledge of computer for the works.(Sleight 1993)

1.4 The Research Objectives and Research Questions

The main objective of this thesis is to support the development of staff training especially the enterprise universities in China. By comparing the staff training organizations' abilities of Chinese and foreign companies, we can understand the differences and improvements, based on which we can offer some suggestions for the Chinese enterprises.

The first task is to analyze the staff training on a theoretical level and the concept of human resource management will also be introduced.

The second task is to analyze the case company Huawei. The functions of its human resource management system and employee training organization will be introduced and then get closer to its employee training organization which is Huawei University.

The fourth task is to analyze the advantages and disadvantages of Huawei University and what the other companies can learn from its employee training organization.

The last task is to give some conclusions of the staff training organization and some suggestions for the Chinese company, as well as to provide some useful advices for the development of Chinese staff training system.

The research questions related to the study are:

- to evaluate whether the training program in Huawei is suitable.

- Is the training system effective?

- What differences are there between the Chinese training organizations and foreign company university?

- What can we learn from the thesis for the Chinese staff training system?

1.5 The Structure of the Thesis

The structure of the thesis can be divided into five parts: introduction, staff training, introduction of case company, research methods and results and analysis of the research.

The introduction has six sections which are Background information of the thesis, History of Human Resource Management, History of training process, The Research Objectives and Research Questions, The Structure of The Thesis and limitation of thesis.

The staff training includes introduction to Human Resource Management, The Process of Human Resource Management, Employee training and company university. The basic information about the human resource management will be showed in this part.

The introduction of the case company contents an introduction of the staff training in Huawei and the career path in Huawei. This part aims at introducing the staff training

system of Huawei and its principles of staff training. The Huawei University will be presented in this part.

The research methodology includes Qualitative and Quantitative Research Method, Data Collection and Validity and Reliability analysis. The introduction of qualitative and quantitative will be presented.

The result and analysis will be divided into as different questions.

The questionnaire will be shown in the Appendix 1. The result of questionnaire will be presented in the result and analysis. The results will be divided into four parts.

Att the end of the thesis, conclusions will be presented.

1.6 Limitation of Thesis

There are thousands of companies in China and it is impossible to analyze staff training in all of them. The situation of business always changes which lead to changes of staff training systems. The thesis is based on the current situation which may have some limitations of giving suggestions. The references used in this thesis cannot cover all constitutes of staff training system and the thesis cannot cover either, which may cause some limitation of understanding Chinese staff training system.

2   STAFF TRAINING

2.1   Human Resource Management Introduction

The first man who used the "human resource" was John·R·Commons and it came from the book "Industrial Goodwill". He preferred to analyze the functions of government and law systems. The description of human resource management which we use now is from the book "The Practice of Management" written by Peter F. Drucker. He believed that the only difference between human resources and the other resources was the people who have the ability of coordination, integration capability, the ability to judge and imagination. From the view, what we can see is two points: the first one is that the human resource is one of resources and it is to provide the evaluation and one of significant elements of process of production. The second one is that the human resource should be managed like the other resource. (see Armstrong 1999)

"HRM is the policies and practices involved in carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising. Human Resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health, and safety, and fairness concerns." (Dessler 2006) The human resource is a very important resource and human resource management should be paid attention to by the company to improve the effectiveness with suitable staff training.

Human resource management includes a mixture of many elements. There are ten points about the target of human resource management which were presented by Armstrong (1999):

A) the aim of enterprise is to be achieved by the employees.

B) In order to improve the skills of employees and the profits of the enterprise, people should see the successful business as his/her responsibility.

C) It is necessary to create the human resource institution which can make enterprise use the resource efficiently to achieve the business target.

D) Human resource management policy should be connected with the target of the enterprise.

E) Human resource can support the enterprise's business when the enterprise culture is suitable. The human resource should improve the situation when the enterprise culture is not suitable.

F) Human resource management should improve the enterprise environment and encourage the employees to be creative.

G) Human resource management should create an organization system which has good adaptability to achieve the goal with the competitive environment.

H) Improvement of the time of working and the flexibility of work is significant.

I) Human resource management should provide enough resources for the employees to develop their talents.

J) Human resource management should protect and improve the products and services of companies.

2.2 The Process of Human Resource Management

A job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. You need as much data as possible to put together a job description, which is the frequent outcome of the job analysis.
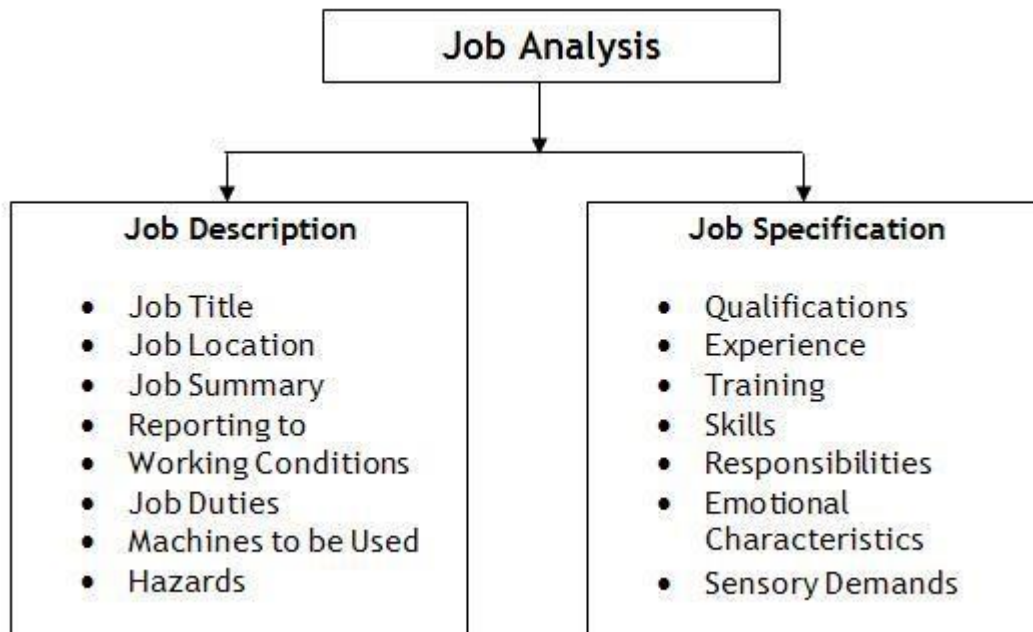
Figure 2. Job Analysis (Today Cut 2015).

There are two outcomes of a Job Analysis: Job Description and Job Specification. Job Description is basically a list of duties & responsibilities required to perform a particular job. Job Specification is a statement which tells us minimum acceptable human qualities which helps to perform a job. It is a written statement of educational qualifications, specific qualities, level of experience, communication skills required to perform a job. (Today Cut 2015)

Recruiting is to attract, select and appoint the person for a job in an organization, either temporary or permanent. The human resource manager will choose the way of recruiting. Managers, human resource generalists and recruitment specialists may re-

cruit in-house, while public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies may undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread. (see Dessler 2006)

After carefully choosing new employees for the company, the employees should be trained to be familiar with his/her job before they begin their job. Training is teaching or developing the knowledge and skill which relate to the specific useful competencies. Training involves providing a range of planned activities that enable an employee to develop the skills, attitudes and knowledge required by the organization and the work required. (see Dessler 2006)

The performances of employees should be marked and analyzed. It is necessary for the company to know the feedback of their training information so that the company can make sure he/she can do the job very well and the evaluation of employees can also encourage them to work harder and helps them to improve their skills in the job. The company can also decide the way of rewarding based on the evaluation.

2.3   Employee Training

Training aims to improve the employees work skills so that they can do it easier. The employee training means that the company uses various training methods to increase the skills of employees to meet the needs of company development.

The Goal of Employee Training

The goals of employee training can be described as follows (see Encyclopedia of Business 2015):

- decrease mistakes which are made by the employee in their job so that the enterprise can increase the efficient and decrease the costs.

- help a new employee to be familiar with his/her job as soon as possible- increase the stability of the company. Which mean increase the loyalty of employees and make them stay and work for the enterprise.

- the good training experience can decrease the stress from the work and make them relax in their job. The most important thing is that the training can influence the em- ployee with the culture of organization and let them accept the culture of company and let them feel they are part of company.

The Importance of Staff Training

A company needs organized staff training if it wants to be competitive among other companies. (Yafang Wang 2008.) The human resource management has become an important part of company for the development. The good staff training can increase the motivation of employees and the company needs it to increase the efficient and get the competitiveness advantages though it.

When the company trains their own staff, by providing and forming a harmonious at- mosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process. (Train01 2009.). For the company, it can hire skillful staff for the jobs which sometimes are very diffi- cult to find the right people in the right time. It can also get the experienced employ- ees from the training, which provides a way for them to get the employee with certain skill.

Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements. (Train01 2009.) . This introduces the tasks of training and the main gala of the training.

The Types of Training

Every company consists of different groups which may include the top management group, the supervisory management group and front line employees. For different groups, the training should be different. For the top management group, they make decisions in most time. The training for the top management group should be like building the right economic views. For the supervisory management group, they should be trained by management knowledge, the abilities of dealing with guests' requests and customer services. For the front line staff, the training should be focus on the professional knowledge about the specific work like how to use the machine and improve their motivation with the training. (see Encyclopedia of Business 2015)

The training is for the different purposes. Some of trainings are for the new employees to know their job clear, some are for improving the professional skills of employee. The training can be divided by their contents: the apprentice training is to introduce the basic information for the new employees and it help build the good relationship between the company and employees. The certification training is to aim at improving the skills of employees and the employees get the professional knowledge and it can also increase motivation of employees. Simulation training is aimed at improving the methods of working and effectiveness with working in real working place. On-job-training is aimed at training employees to know what their job is as soon as possible. (cf. Encyclopedia of Business 2015)

Steps of employee raining can be described in the following way (see Encyclopedia of Business 2015):

A)Analyze: in this step, the main task for the training team is to find the main goal of the training and analyze the works that what kind of skills are needed for the job. The question about what type of training delivery method will be used in the training and some other questions about the training should be answered in this step.

B)Design: after answering these questions, it comes to the training designer. The training designer starts with layout the training content and to develop the design documents.

C)Development: the development is when storyboards for the training are developed. The design will be implemented into the employee training and it is also possible for the team to add the learning visuals to complete the training. The course content is finished in this step.

D)Implementation: after finishing the course content, it comes to the training at once. The training can be seen as the step of implementation. The facilitators must review and understand the curriculum as well as the testing process.

E) Evaluation: the feedback of evaluation should be made by the participants of the course. The surveys with paper or electronic can be chosen. Getting the feedback is very important for the course designer to know the benefits and disadvantages of course content. Feedback helps improving the system of training.

2.4   Company University

A company university, which is for cultivating the staffs and the management of knowledge, can play a significant role in the company. The knowledge is now becom-

ing the most important assets for the enterprise. The enterprises have noticed that they should try to find a new way to learn the knowledge. The company university can not only meet this need but also can be a way for the employees to increase the creativities. (see Frazee 2002)

The concept of company university is a new thing which was developed in the 1980s'. The functions of company university have been discussed for many years. Prince and Stewart´s (2002) model can provide important evidence of company university functions. The functions can be seen as the training, transformation for the company, the knowledge management, the culture spread and successor management.

The Training

In order to get the development in the fast changing environment, the enterprise should get skillful employees. In the business environment, the knowledge of employees can stand for the asset of enterprise. The knowledge and skills of the employees is very important for the development and successful of enterprise. One of the functions of company university is to teach the knowledge and skill which is about their work to the employees. The training of company university can be seen as a significant way to achieve this goal. The completed training system also plays an important role in training. (Prince and Stewart 2002)

The definition of company university is not very clear and the analysis of company university is not enough. Different companies have built different kinds of universities. It can be claimed that the company university is a way to transformation which can help organization to manage the knowledge and skill as well as sharing the enterprise's hopes and values.

The General Motors Group built a university for training people who were in the motors industry, which was seen as the first company university. The university aimed at engineers and management skills. And when the time went to the 1980s, many companies began to build company universities. The functions of them are to provide the staff training for the managers and the normal employees. With the more attention paid to the employee, the company university provide the structural training system. And the company university is to get the competitiveness in the new environment. (see Ryan 2013)

From the way of teaching, the company university shows to be different from the traditional training system. Good company universities have begun to use the high technology like e-learning to learn. Compared with the traditional training, the e-Learning can provide more room for the employees to study.

In order to improve the reliability of the training and use of external resources, enterprises and universities carry out various forms of cooperation. Universities use the company universities hardware to design the specific courses which can meet the needs of their requirements. Such cooperation can bring courses which can meet the specific needs of the employees and support their work. In the selection of partners, Meister suggested universities as collaborators need to have the following characteristics: (a) share a common vision, customer service, innovation and continuous improvement is a key element of success. (b) set specific learning goals. (c) the use of flexible teaching methods. (d) to meet the additional demand, such as training and development studies. (see Prince and Stewart 2002)

From the faculty perspective, more traditional training programs are conducted by experts in specific areas of knowledge training. For the corporate universities, senior management teaches different courses which is very important for the employee to get support for their job.

Organizations organize learning activities through training department, but the organizations should separate the learning activities from the organization's business practices. The job of training department is actually very simple: to specify standards of training courses and print a booklet or made into an electronic version of textbooks, and then distributed to the various departments as training materials. The company university changes the mode of cooperation between training departments and other department. Company university is actively rather than passively linked to business goals. The company university promotes learning activities into workplace and it can also promote employee to learn. The target of corporate university training is through a top-down process of learning to ensure that the company's strategic objectives can be achieved. (cf.Frazee 2002)

Corporate university provides more functions than staff training. But it is undeniable that employee training is still one to play its strategic role of the core means in corporate university. Staff training is one of the most effective ways to develop potential employees, and employee training has shifted to a new stage of strategic training. This requires staff training activities carried out by the corporate university to provide training more than management and service and the company university should increase employee awareness of training strategies and employee training evaluation component. The staff training of company university should be completed by the three areas which are the foundation courses, services and assess.

Change Function

Change is defined as the changes in plan in the formal structure of organization, systems, organizational process and the product markets. The purpose is to achieve the single or multiple organizational goals. Organizational change can be divided into the planned change, adaptation change and accidental change. The planned changes can enhance the adaptability of the organization and adaptation can lead to the planned

changes. Accidental change refers to the organization was carried out when necessary unplanned change which is a non-rational process of change. The company university pays more attention to the learning activities and it is becoming one of the communicational system and relationship system, which can help enterprise to build the company culture. So the company university has core meaning for the organizational changes. Corporate University, mainly through the following means to promote organizational change (see Prince and Stewart 2002):

- establish a learning group

Company university is seen as a powerful tool to the organizational change, especially to help companies to establish a learning organization. Company University will be able to become an important part for the global leadership development and organizational strategies. Corporate University, as a learning community, can promote the organization to learn and increase the training staff awareness and ability to learn and eventually these can be translated into the ability of learning of organization members and promote organizational change smoothly.

- Increase the learning ability of employees

Changing business environment have brought great challenges for the strategy, organizational structure and organizational processes. Weather organization can initiatively carry out self-adjustment has become one of the important abilities for the company survival and development.

Members of company can find problems through workplace learning, constantly so that they can from the concept and behavior to support organizational change. Establishment of a learning organization has become one of the core organizational change which can effectively improve the learning ability of members in the organization,

and the organization's ability to learn has become a member of a source which can drive the organizational change and innovation.

According to Leavitt's study, the organization system comprises four main variables: task, technology, structure and people. The most important factor is the human factor. Members of the organization are one of the main forces driving organizational change. But for humanity's own self-interest and self-protection awareness, people have resistance to organizational change which may also be one of the obstacles. Corporate university can through the transformation of people's culture to help employees self-understanding, self-improvement and to ensure the smooth progress of organizational change. (Thakur 2013)

Culture and Organizational Culture

Culture is a concept of collection, anthropologists, sociologists, historians and philosophers. Generally speaking, culture refers to a series of values, beliefs, common vision, thinking and behavior guideline that all members of the community approved. The essence of culture is the individual's core values, beliefs, and the common vision for the future and the importance of culture is its effect on the behavior and decision-making. Researchers from different angles and using different methods study organizational culture, therefore the definition and concept of organizational culture have many forms. (cf. Dessler 2006)

Some scholars have used general definition of organizational culture to explain the meaning of culture, emphasizing the shared vision and consistent organizational behavior. Some scholars defined the organizational culture as the representative of faith, flag, a form of awareness that the organization's long-standing and organizational culture, like a kind of "glue" to integrate the organization. Organizational culture has been widely concerned in the past few decades, the results of these studies show a

close link between organizational culture and organizational performance. (see Dessler 2006)

Corporate university as a business center source of knowledge and employee training base, plays an indispensable role in shaping organizational culture. However, when studying the role of the corporate university, from this point of view, there is a problem which cannot be avoided. Since organizational culture emphasizes shared values of employees, beliefs and attitudes are more subjective ideology and thus affect employee behavior.

Then whether this subjective quality of employees can be improved and enhanced through corporate universities? This is the core question which should be noticed in the organizational culture.

Successor Management

How to maintain company's competitive edge in a highly competitive environment? One answer is to carry out a successor management. Effective successor management plans can ensure the continuity of the organization's leadership, reduce the problem that the undergo personnel brought, while being able to effectively retain key talent. Continuity of leadership within the organization is crucial, because it is an excavation can be performed to determine the organizational vision, and process those potential leaders of the future mission and strategy. Leadership positions and vacancies will lead to a decline in productivity and corporate income is also very unfavorable for the organization. (see Dessler 2006)

Management process of the successor is an important carrier, to help organizations retain key talent, and has become an important factor in the organization maintain a competitive advantage. Successor management program focus on identifying and developing internal talent for mission-critical positions, which requires the establish-

ment of a rich reserve pool; these younger talent were to be capable for more extensive post. (see Dessler 2006)

GE's successor management program is considered the originator of today's successor to manage the program. Time Funds and multifaceted support plays an important role. Corporate university as a business center and personnel training strategy heart, successor management process in the organization plays an irreplaceable role. (see Allen 2007)

Nextel through an establishment of corporate universities completed a successor administration, and became the successor typical case of management program. Back in 2002, Nextel Telecommunications Company decided that internal training and development of all the activities will be set and built into the Nextel University. Training and development activities were planned to use decentralized training structure, including management, technology, customer service and sales training several modules. Nextel University concentrates on the study and development of deputy director for management, and reports directly to the Senior Vice President of Human Resources. Institute is mainly responsible for three kinds of tasks: the first one is responsible for managing the successor program, select the talented quality of future leaders. The second is the development of leadership potential; a third function is to enrich the functions of the organization. Nextel University will manage its successor program called Leadership Development Project (LDP), in which Chief Executive Officer, Chief operating officer and senior vice president of human resources participate. (see Allen 2007)

3   INTRODUCTION OF CASE COMPANY

The staff training system of Huawei has been developed into a special and good system to provide good employees and integrate the company and employees together. Before we analyze the staff training system, we should know company itself and its company culture.

Huawei is an information and communications technology (ICT) solutions provider. It provides telecommunications equipment and networking equipment. It founded in 1987, located in Shenzhen China. The products of Huawei have been sold in over 140 countries, serving more than one third of the world's population. The vision of Huawei is to enrich the life through communication. Huawei also creates green solutions that enable customers to reduce the power consumption, carbon emissions and resource costs. In 2010, Huawei achieved sales revenue of CNY 185,2 billion. This progress was mainly driven by significant growth in the overseas markets as well as rapid and balanced development of telecom networks, devices and global services business segments. From the 1987 to now, Huawei has grown from a USD 5,680 which was a very small company to a global company with the sale of over USD 20 billion and its products sale in over 140 countries which was seen as the result of its staff. (Huawei 2010; Huawei 2015)

3.1 The Introduction of Staff Training in Huawei

Huawei has built Huawei University which aims at providing training courses for the new employees, the current staff who want to increase his/her skills and the customers.

In order to connect the employees and the company, Huawei University provides a course about the company culture, product knowledge, sales skills and product development. The training time is from one month to six months which is depending on the

job itself. Huawei staff training system includes now employee training system, management training system, technology training system, marketing training system, production system and professional knowledge system. There are four ways for Huawei to train the employee (see Bai 2011; Ren 2013):

- solve the problems which the staff do not know through personal teaching. Go to work as the key manager.

- exchange the work. The technical employees are sent to the market department to know the customers' needs and difficulties.

- Hierarchical management. Huawei divides the managers as three levels. The fifth level is for the policies making. The fourth level is for the target management and the third level is to finish the tasks.

Huawei provides continuing studying system and it has completed training system which includes management and technology. Different levels of job and employees have different training plan which will help every employee in their works. The company pays attention to connect the development of company with the development of employees. (Huawei 2015)

Huawei sends many managers and technologists to go aboard and study which is only for the employees who are good at learning and have potential. This attracts staff very much. The Huawei University has built the system of testing and it can divide the employee to different levels based on the skills of employee. The result of test is one of the most important elements for the employee to get higher salary and promotion. (see Ren 2013)

Good teachers are also important. Huawei University hire the teachers among the good marketing managers in the company and ask them to teach their experiences in practice to the new staffs. Everyone in Huawei University has a personal teacher who can help you to deal with the difficulties in the work. It can help employee know Huawei and be a part of it as soon as possible. (see Ren 2013)

3.2 The Career Path in Huawei

From the Figure 3, we can see that there are two ways for the employee's career. One is from the junior staff to senior staff and then to be supervisor, manager and leader which is the process of becoming the top manager. The other way is from the junior staff to senior staff and then specialist, senior specialist and professional.

Figure 3. Dual Career Path(Huawei 2015).

3.3 Huawei University

3.3.1 Mission

According to the mission statement of Huawei (2015):

-Huawei University is to be a place which can provide the knowledge for the employees to meet the challenges in the future.

-Huawei University can help the company to build the common culture and common behavior stander for the staff of company.

-Huawei University is to increase the ability of employees and attract more staff take part in the training.

-Huawei University is to promote the company changes so that it can be easier when the company meet the challenge in the future.

3.3.2 The Management of Huawei University

The Huawei University is for increasing skills for the employees. The different employee and job may have different requirements. The courses of Huawei University are not same for different employees. The courses may depend on which job you have in the company and what problems you meet in the job. (Huawei 2015; Ren 2013)

For the same job, the courses may be different for the different sub-enterprises. The sub-enterprises can directly require the courses and the Huawei University system will receive the requirement and then begin to organize the teacher to teach the course which is required by the sub-enterprises. (Huawei 2015; Ren 2013)

The teachesr of Huawei University are mostly chosen among the experienced manager who are working for Huawei. As a company university, the most important thing is to provide more profits for the company and to make the employees more efficient so that the practical experiences seem to be more important than just learning. (Huawei 2015; Ren 2013)

3.3.3 The Budget of Huawei University

The budget of Huawei University is zero. The staff training is not free for everyone. The Huawei University requires the payment when the employees want to have and attend training. (Huawei 2015)

The leader of Huawei believes that the training helps a lot in your work and you should pay for it. Moreover, the top managers also think the employees will focus on the training if they pay for their training. (Huawei 2015)

4   RESEARCH METHODOLOGY

The research methods will be introduced and what kind of methods of this thesis will be showed and the way to collect the data. The qualitative and quantitative methods will both be introduced.

4.1   Qualitative and Quantitative Research Method

"Quantitative research allows the researcher to familiarize him/herself with the problem or concept to be studied, and perhaps generate hypotheses to be tested." (Golafshani 2003, 597)

"Qualitative research forms a major role in supporting marketing decision-making, primarily as an exploratory design but also as a descriptive design."(Malhotra & 27 Birks 2003, 131)

The qualitative and quantitative methods are two research methods. Generally speaking, qualitative research produces rich, detailed and valid (process) data that result in profound understanding of the context, while quantitative research produces reliable population based and generalizable data that are beneficial to establish cause-and-effect relationships (Anderson 2006).

Table 2 is a description of the differences between the qualitative and quantitative methods. The quantitative methods prefer the reviews of records or documents for numeric information while the qualitative methods include focus groups, in-depth interviews and reviews of documents for types of themes. The quantitative methods are number-based and the qualitative methods are text-based. The quantitative methods need statistical tests for the analysis while the qualitative methods do not need. The quantitative methods need more generalizable than qualitative methods.

Table 2. Differences between Qualitative and Quantitative Research Methods (Anderson 2006).

Qualitative Methods	Quantitative Methods
Methods include focus groups, in-depth interviews, and reviews of documents for types of themes	Surveys, structured interviews & observations, and reviews of records or documents for numeric information
Primarily inductive process used to formulate theory or hypotheses	Primarily deductive process used to test pre-specified concepts, constructs, and hypotheses that make up a theory
More subjective: describes a problem or condition from the point of view of those experiencing it	More objective: provides observed effects (interpreted by researchers) of a program on a problem or condition
Text-based	Number-based
More in-depth information on a few cases	Less in-depth but more breadth of information across a large number of cases
Unstructured or semi-structured response options	Fixed response options
No statistical tests	Statistical tests are used for analysis
Can be valid and reliable: largely depends on skill and rigor of the researcher	Can be valid and reliable: largely depends on the measurement device or instrument used
Time expenditure lighter on the planning end and heavier during the analysis phase	Time expenditure heavier on the planning phase and lighter on the analysis phase
Less generalizable	More generalizable

The thesis will choose the quantitative method to analyze this topic.

4.2 Data Collection

Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest.

In retail sales, for example, data might be collected from mobile apps, website visits, loyalty card programs and online surveys in order to to learn more about customers and consumers in general. In a server consolidation project, data collection would include not just a physical inventory of all servers but also an exact description of what is installed on each server -- the operating system, middle-ware, and the application or database that the server supports. (Rouse 2007)

The data comes from the questionnaire (Appendix 1). The main task is to know if companies can get competitive advantages by improving their staff training system

and support the development of staff training, especially by presenting the concept of corporate university in China.

The questionnaire was designed to know that if the staff training is important and a general attitude towards the staff training. The questionnaire was composed of 10 questions. As respondents, there were 251 people who took part in it. The time of collecting date was from 2nd April 2015 to 16th April 2015 which is two weeks. The respondents of the questionnaire are from Chinese people who are searching job and employees of some Chinese companies. The questionnaire was sent online.

4.3 Validity and Reliability Analysis

According to Joppe (2000, in Golafshani 2003), reliability means the extent to which results are consistent over time. An accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

The three different types of reliability referred to in quantitative research from the Kirk and Miller (1986, in Golafshani 2003) are: - the same result can be received though the repeated measurement. - The result is stable. - During the given time period, the familiar measurements can be given. The reliability based on repeated behavior get the similar result so that we can say the result has reliability.

Joppe (2000, in Golafshani 2003) provides the following explanation of what validity is in quantitative research: Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

The validity in quantitative research can be seen as the construct validity. The construct aims at determining which data should be gathered and how it is to be gathered.

In order to meet the reliability requirements, we should consider the understanding of the questions for the readers. We have to make sure the readers can understand these questions right. The questions should not have any influence on the answers of the readers which mean the questions should not be with any leading responses or potential indications. As for the validity, you have to ensure readers to answer your questions and do not miss answers.

5   RESULTS AND ANALYSIS OF THE SURVEY

The result and analysis from the quantitative research are shown in the following figures. From these data we can see some basic information of employees and their attitude of staff training and their views about employee training. The questionnaire is divided into three parts: personal information, the training information and the views about the training.

The personal information of the respondents were asked through four questions: Gender, Age, Can your skills meet the needs for your job, Did you have any training when you enter your company? There are 251 respondents responding to the questionnaire, of which 129 (51,5% of total) females and 122 males (48.5% of total).
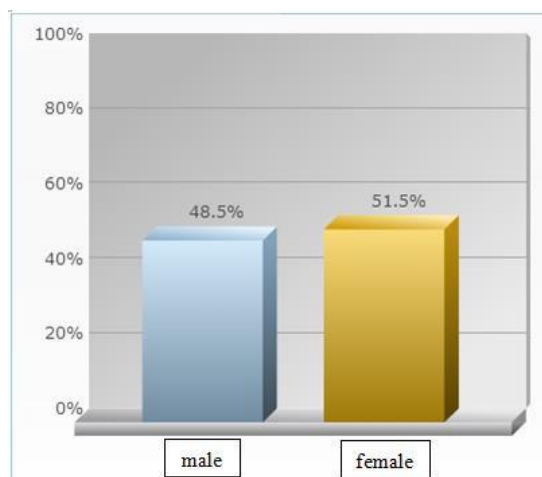

Figure 4. Gender of respondents.

Figure 5 shows the age of the respondents who are divided into three age groups (20-30, 30-40,>40). Considering the situation of China, the people who have full-time jobs are usually more than 20 years so that people under the age of 20 are not included. The group from 30-year-old to 40-year-old is the largest with 144 persons. Only 38 people are in the group from 20-year-old to 30-year-old which is 14.97% of total people, and 27.74% of people are more than 40 years of age.
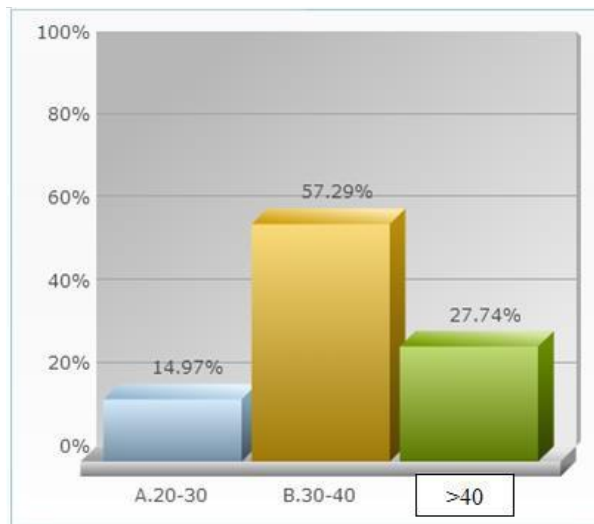
Figure 5. Age of respondents.

The third question is Can your skills meet the needs of job, and the results are shown in Figure 6.
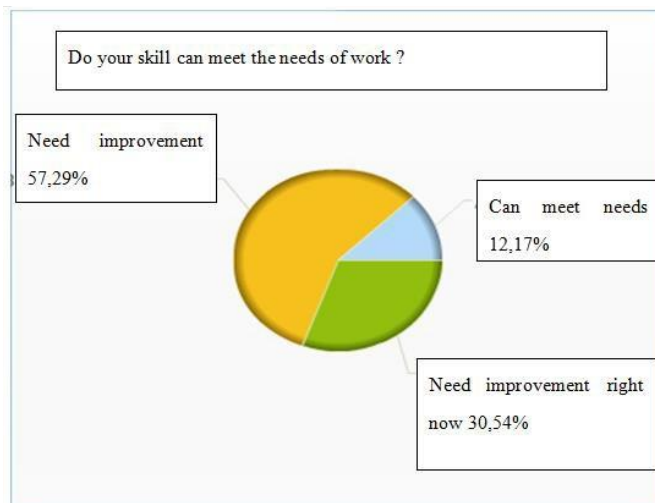

Figure 6. The evaluation of skills.

12.17% of the people think their skills can meet the needs of work. Most people think their skills should be improved. Altogether 221 persons (57.29% of the total) that

think the skills need to be improved and 30.54% of the total think their skills should be improved right now.

Figure 7 shows the results based on the question did you have training when you entered your company? 98% of the respondents had staff training when they entered into the company while 5 people (2% of total people) did not get any training.
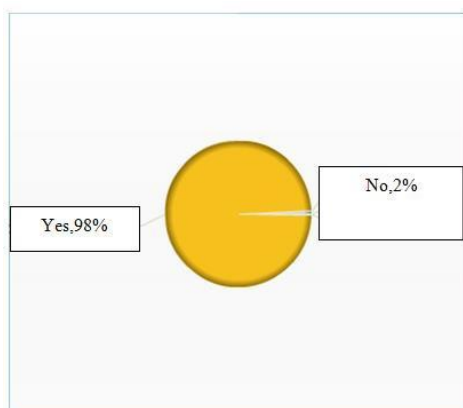

Figure 7. The Training Situation.

After personal information section, next questions of the questionnaire focus on the training information. Figure 8 presents the training time of the employees.
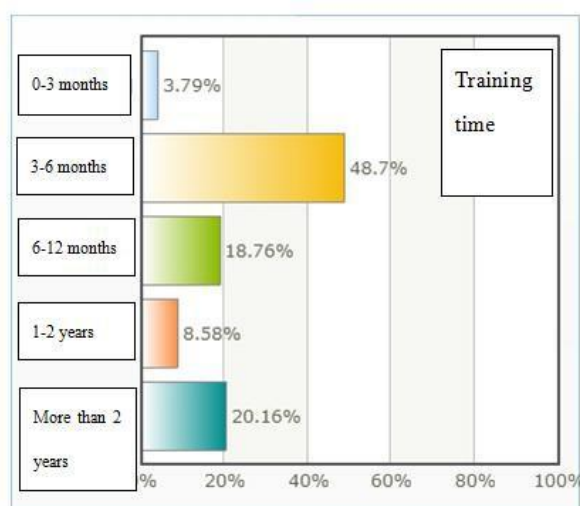
Figure 8. Training Time.

We can see that around half of people got the training time in 3 to 6 months group. The employees who got 3 to 6 months training is 48.7% of total people. 20.16% of the people got the training in a period of more than 2 years while 3.79% of people got less than 3 month training. 18.76% of people got 6 to 12 months training and 8.58% of people get 1 to 2 years training.

The second question concerning the training information focuses on the views of importance of staff training from employee's perspective, and the results are shown in Figure 9.
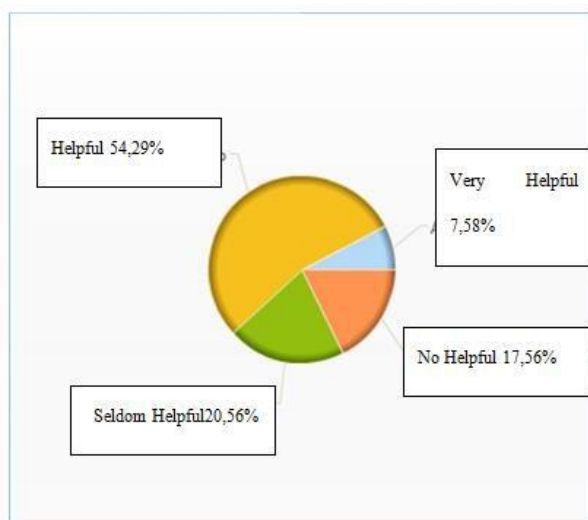
Figure 9. The Importance of Staff Training.

17.56% of the people think the staff training does not give any help in their job. 20.56% of the respondents feel the training gives little help in their job while 54.29% of them believe the training is helpful for their work and tasks. 7.58% of the respondents think the training is very helpful for their jobs.

The frequency of training-question focuses on the training times (see Figure 10). It must be noticed that some employees may have more than 2 jobs (so the total share becomes more than 100 %).

Figure 10. Frequency of Training.

As shown in Figure 10, more than half of the respondents said that their companies train once in the beginning when work has started. 38.4% and 39.8% of the respondents told their companies give training to their employees once or twice per year. 22.4% of the respondents said their companies train staff one per month and 8.5% of the respondents chose the option "other frequency".

Figure 11 shows how many of the respondents have applied for training. Almost 90 % of the respondents have applied for the training while 10 % of people have not applied for the training.
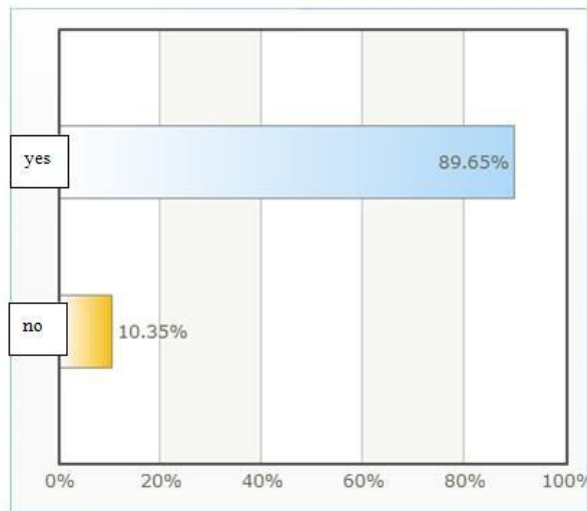
Figure 11. Application for training.

Next question asked the respondents "What kind of staff training do you think the company should have".

Actually, many people think the training should be provided after they have been for working 1 month so that they can know what abilities should be for the work. The result show that the general skills are what employees need.

There is an answer from one of the respondents: "I need communication training. When I joined the company, I found it is really hard for me to communicate with the others and it is now becoming a big problems and even have influence on my work."

Another respondent says: "The culture. I cannot understand the company culture and it makes feel very strange with my working place. If I can know the culture so that I may fall in love with the company and be more efficient."

Next, respondents were asked **"**Do you think the staff training system of your company can be used to the other companies? Why ?" From the result, we can see that most of them do not think the staff training system can be copied by any other company.

One of the respondents claims that: "of course not, the same training system cannot be directly copied by the other company because they have no experiences on this system. The most suitable way is to build the training system which can meet the needs of the company."

6 CONCLUSION

From the theoretical part, we can learn about the importance of staff training and that it should be paid close attention to. As many Chinese employees have little knowledge of the practical job after the graduating from university, it is necessary for them to get the staff training when they enter the enterprise and the enterprise plays an important role in staff training at the beginning. The employee training should be organized by the company in order to increase the connection between employees and company, especially for the new employees.

The next point learned is the training period. The training time should be limited and it should be suitable for the company. The time of training depends on the investments on human resources and the types of jobs. In China, most companies choose the time of 3 to 6 months for the training and it can be suitable time for most Chinese companies. Because there is no developed system of employee training in China, companies choose to use the same training system as the other companies, especially the employee training system of enterprises from Western countries. In this situation, the company who directly copies the staff training system, should improve their staff training after they try and experience it. There is no best staff training system but the most suitable.

The employee training of Huawei is based on the scope of its companies and the building of university is one of the improvements focused on the employee training of the company. However, it cannot directly be copied by any other companies. The corporate university asks many requirements and invests which may be the limitations for the companies to build a corporate university. First thing for the company who wants to build a corporate university is that the company should make a research about the need of university, then think about the structure and functions to make sure the corporate university can increase profits and bring more advantages than costs.

The investment and the goal of the corporate university are also important. If the result of research cannot be proved very well, the company has no need to build the university for training their staff. Moreover, the history of corporate university in China is very short and it should be noticed that there is a limitation for Chinese company to build the company university. Because the Chinese corporate universities are now copied and developed from the Western countries, we cannot be sure that it is suitable for every company. The different economic environment and management system may cause many difficulties for companies. A company that wants to build a company university should be very powerful in both financial and experiential terms. In addition, the company university should suit the situation of the company and connect with the strategy of the company. The company university is for servicing the company and it should be a significant element to support the development of enterprise, especially for company staff training.

There is a problem for many enterprises when analyzing the functions of company university in China and Western countries. The problem is the succession management. According to several studies, many Western enterprises have succession management programs in order to take care of the management of the company in the future. They cultivate these programs and the results for the companies can be seen. But the Chinese companies do not focus on succession management, which may cause many problems for the development of enterprise. The future is based on the people; it is necessary for companies to look at the future and a good way is to cultivate the future talents.

Employee training can not only be seen as a strategy for the company but also can be seen as a way to attract talents. The need for a training organization depends on the scope of company. It should not be simply thought as a necessary stage of development of company. It should be connected with all parties in the company.

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APPENDIX 1. QUESTIONNAIRE

This is the questionnaire for the study of my thesis, which is about the role of employee training. The questionnaire will not ask your name. Please fill the questions with no stress. If you do not want to fill it, it is ok and thank you.

1. Gender:
Male   Female

2. Age:
20-30   30-40   >40

3. Do your skills meet the needs for your job?
Need improvement   Can meet the needs   Need improvement at once

4. Did you have any training when you entered your company?
Yes   No

5. The training time of your enterprise:
0-3 months   3-6 months   6-12 months   1-2 years   more than 2 years

6. Is staff training helpful for your job?
Very helpful   Helpful   A little helpful   Not helpful

7. How often is training held in your company?
Just once in the beginning when work started
Once a year
Twice a year
Once a month
Daily basis
Other, _____

8. Have you applied for the trainings?
Yes   No

9. What kind of staff training do you think the company should have:

10. Do you think the staff training system of your company can be used to the other companies? Why?