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Abstract
The purpose of this study was to describe how organizations were using training programs to advance employees and organizations. This helped to identify the corporate benefits resulting from employees' training programs, and how this could be applied to a corporate strategy in respect of Human Resource Management.
This study investigated the use of organizational learning activities by high-tech businesses in Taiwan. Survey instruments were utilized to collect data from HR staff in 14 high-tech businesses. Conclusion and recommendations were based on HR personnel's perceptions of delivery methods, outsourcing, team work, and performance appraisal being used in their organizations, and how the learning activities motivated employees' performance. Five Likert-type scale was applied that ranged from "Strongly Disagree" to "Strongly Agree" and from "Never" to "Always."
The overall response indicated that training programs by formal training classes, on-the-job training, coaches, internet courses, and computer-based training were conducted 'Very Often,' while training programs by mentors through a voluntary mentoring system, and supervisors' training were only conducted 'Sometimes.' Formal training classes had the highest response (M=4.41, SD=0.848). Of these delivery method, more than one-third (35.3%) of respondents perceived on-the-job training was the most effective learning activity, while nearly two-thirds (64.7%) perceived computer-based training courses were the least effective learning activity. As to using outside vendors for training programs, the summated mean of 3.15 (SD=1.241) indicated that outside vendors were only ' Sometimes' used to provide training.
Respondents' perceptions of performance management related to the training programs, they tended to agreeing that employees who completed training programs had more promotion opportunities with the mean of 3.38 (SD=1.357), although this value was only marginally above the 'Not Decided' level, and were similarly undecided about the issue of pay increases (M=2.82, SD=1.106)
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