

A Study on the Growth Model of Education and Training of Human Resources for a Learning Organization: Taiwan-based Benchmarking Enterprises

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ABSTRACT

In his book *The Fifth Discipline*, Peter Senge [45] proffered the concept of a learning organization which appealed to academics and entrepreneurs, who considered it a source of their competitive advantage over their business rivals. The five disciplines refer to systemic thinking, personal mastery, improving mental models, building shared visions and team learning. With the underlying principles of these five disciplines, Taiwan-based enterprises can build their learning organizations and reform and reconstruct their organization in order to enter the era of a knowledge-based economy.

The business environment is changing so rapidly that an enterprise which is slow in its reaction to changes or incapable of reacting to changes will eventually be forced to leave the market. A learning organization must continue learning, developing, reforming and being creative. Human resources are the most important factor in the success of an enterprise, while education and training boost the quality of human resources. Education and training not only enable members of an organization to cope with changes, but they also help the organization make timely adjustments to its guidelines and strategies for business operation and enhance the viability of the organization.

This research involves the study, review and analysis of domestic and foreign literature on the theories and practice relating to learning organizations. Then, the ways in which Taiwan-based learning organizations, that is, benchmarking enterprises such as Acer, IBM (Taiwan), Applied Materials Taiwan (AMT), Sampo, 7-Eleven Convenience Stores and the Landis Taipei Hotel, etc, implement education, training and development of their human resources are investigated by means of case studies. The cases examined are engaged mostly in high-tech industry, retailing, tourism and the service sector.

According to the findings of this research, the growth methods of education and training adopted by the cases are divided into the following categories, namely (1) assessment of the importance of corporate culture, vision, mission, and team values; (2) advancement of expertise and skills; (3) encouragement of systemic thinking, research, development, and innovation; (4) management of crisis and organizational change; (5) promotion of knowledge and ability pertaining to business administration and performance management; (6) training in strategy planning and project management; (7) human relations and organizational communication; (8) internal entrepreneurship; and (9) the international viewpoint, etc. Furthermore, an attempt is made to work out the function model, $y=f$, which incorporates all the aforementioned categories.

This research is potentially useful to entrepreneurs, the general public and researchers devoted to human resources education and training.