

CHAPTER V. CONCLUSION AND SUGGESTION

According to purposes and main findings of this research, conclusions which gained by this study and suggestions for WBT which from interviews are presented as following.

Conclusion

According to main findings and research purposes, conclusions of this research are as following.

Managers and employees' feeling and reflection of WBT

More and more companies implement WBT. Understand how managers and employees feel about WBT is important. If companies can not know their feeling, it's difficult to promote and improve WBT.

1. Both of classroom training and WBT have their own advantages and weaknesses

Employees think that WBT let them feel it is very convenient. Because it makes them can learn in any place and at any time. Although some employees can only learn when they are in companies and this also decrease some of their trainee satisfaction, they still think that it is much more convenient than the classroom training. But they think that the weakness that WBT has is trainees can't get timely comments or feedbacks as immediately as the classroom training. When they have good performance or some questions, they like to get some praises from instructors and get the solution immediately. This is what asynchronous WBT can't do. In this part, they think the classroom training is better than WBT. But the classroom training can't let them have so much flexibility of time and space as WBT to receive training. From interviews, this study finds that employees have such a feeling.

2. Employees don't have to waste their work time on receiving training

Managers think that WBT also brings convenience for them. Because employees don't have to waste much time on receiving training when they are at work. When supervisors have to ask trainees to finish some jobs, they can find trainees all the time and trainees can engage in work without disruption. Trainees can use WBT at any time when they are in leisure. Besides, trainees can decide when to study is also make them can avoid the time that they are tired or busy.

3. It is difficult to make all of trainees feel satisfied

But they also think that it is difficult to fulfill all of trainee satisfaction owing to the consideration of costs and expenses. Managers understand that the asynchronous WBT has less interactivity than synchronous one. But the latter one costs a lot of money. That's why only few companies use it. Besides, although they understand that some employees hope they can study at home not only in the company, companies can't open this system to let them use outside of workplaces by considering on the basis of information security. Managers think that although increasing trainee satisfaction is important, there are still many problems and difficulties to let trainees feel 100% satisfied. But the convenience of WBT is the reason that companies want to implement. It is not only convenient for trainees but also for managers. Because managers don't have to figure out several ways to gather employees to receive training together and trainees can choose any time to study by their likes and leisure time.

Similarity of managers and employees' viewpoints

In the first stage which is survey in this study, the speed to link internet, the variety of methods to evaluate how learners studied, choose any place to study, and learn in their leisure time are regarded as influential factors by over 70% of managers and employees separately. Besides, the four factors are also ranked from the first to

the third or fourth highest percentage in employees' viewpoints and managers' viewpoint separately.

1.If the speed to link internet is very slow, trainees will lose their patient and have lower satisfaction.

Managers and employees all think that if the speed is too slow, trainees will become impatient to learn by web. They don't like waste too much time linking to the web or downloading materials. Besides, the speed also affects the videos and voices in webs. If the speed is very slow, there will be lags when play these files. This makes trainees feel uncomfortable and decrease their trainee satisfaction. It's impossible to enlarge the bandwidth based on limited costs and sometimes the problem is in employee's home. So, what they can do is cut large files into small sections and make them become a package, avoid to use many videos and animation or divide trainees into different training time.

2.Using multiple methods to evaluate trainees' studying can increase trainee satisfaction

As for the factor which is the variety of methods to evaluate how learners studied, trainees don't like tests, but they hope that there is an evaluation to see how they studied. Although they don't like tests, if managers don't give them too much pressure on grades and give them more chances to participate in tests, trainees think that's comfortable for them. But, when managers only use sing method to evaluate their studying, they feel bleak and trainee satisfaction is decreased. In order to fulfill this factor, each company combines at least two ways such as tests and questionnaires, KPI and tests...etc to evaluate trainees' studying.

3.The flexibility of time and place to receive training increase trainee satisfaction

Another two factors of WBT's characteristics which are trainees can choose any place to study and learn in their leisure time. Managers and employees think that if

they can use WBT at home not only in companies and they can learn at any time they prefer, trainee satisfaction will much higher. Although managers understand this, owing to the problem of information security, they can't let trainees receive WBT at home. This violates the spirit and characteristic of WBT. In order to solve such a situation, companies set a lot of footholds of leaning to let trainees can choose not only company but also foothold which is closer to their home.

4.Both of managers and employees think that design of content, friendly design of the system, and quality of multi-media have influences on trainee satisfaction

Managers and employees also offer their opinions on other influential factors such as design of content, friendly design of the system, quality of multi-media, inducement, supports from supervisors, and instructors' professional ability. They all think that if the design of content is not related to trainees' needs or what trainees want, the system of WBT will be useless. This study finds in previous paragraphs that although the frequency for using internet has influences on trainee satisfaction because if someone is unfamiliar with internet, it's difficult to he or she to operate this system, when there is a friendly design of it, trainees will still feel satisfied. That's because they still can operate easily. As for the quality of multi-media, trainees don't like unclear videos or voices which make them can't concentrate on programs from the beginning to the end.

Differences between managers and employees' viewpoints of influential factors

Differences between managers and employees' viewpoints on influential factor on WBT are showed in three factors which are the frequency for using internet, the speed to reply questions which are posted, and the teaching style of instructors.

1.When the design of WBT system is friendly, employees think that the frequency for using internet has less influences on trainee satisfaction

Managers and employees think that the frequency for using internet has

influences on trainee satisfaction. If trainees are unfamiliar with using internet, it is difficult for them to operate the system and understand its functions. Then, trainees won't like to use it any more. Their trainee satisfaction will be decreased. But, if the design of system is friendly, trainees think that even if they are not familiar with internet, they can use the system easily. They don't have to spend much time on learning how to operate it. Then, their trainee satisfaction won't be affected by the frequency for using internet. Besides, influences that this factor has on trainee satisfaction are indirectly. This factor has influences on familiarity of internet. And familiarity affects the feeling when they operate the system. So, trainees think that this factor has lesser direct influences on trainee satisfaction when compared with other influential factors.

2. Employees think that using e-mail to ask and reply questions wastes a lot of time

As for the factor which is the speed to reply questions which are posted, managers and trainees think this has influences on trainee satisfaction. Although not all of companies use discussion board, they also have some other ways to answer trainees' questions by e-mail or telephone contact. No matter which way that company uses, the speed to reply questions affects trainee satisfaction. Managers think that using e-mail is a convenient way to let trainees ask questions and reply with answers. So, many companies adopt this way as a channel. But, employees think that this way always takes too much of time. They have to wait for the mail. They prefer to use discussion board and forums. Because they can also discuss with other trainees. This thought is very different from managers'. Although it differs from managers' viewpoints, some researches also mentioned of the same idea. Using e-mail to ask and reply questions is not a useful way for trainees. Because not all of people check the mail box everyday. This may cause lags of replies (Sadik & Reisman, 2004).

3. Employees think that when use flash in WBT, the teaching style has less

influences on trainee satisfaction.

Besides, managers think that the factor which is the teaching style of instructors has strong influences on trainee satisfaction. When the instructor just read materials on webs during class, trainees won't have higher satisfaction. They will feel it is a boring program and don't have any willing to receive this instruction. But employees think that this impact only exists when using videos or Power point to present instructions. Employees regard that if the instruction has been made by flash already, no matter how this instruction be taught is not important. Because flash can let them think it is colorful and they can feel comfortable on senses of sight. This makes them feel satisfied.

Although there are many similarities between managers and employees' viewpoints, differences can't be ignored. Because if managers can't improve WBT by these differences, it's difficult to fulfill trainee satisfaction at all and they may use wrong way to design the system of WBT.

Suggestion

According to main findings and conclusions of this research, the following will describe suggestions for enterprises to facilitate the development of WBT and some suggestions for researches in future.

Suggestions for companies which want to develop WBT

As WBT becomes a trend of training, more and more companies take this kind of training into consideration. According to conclusions of this research and results of interviews which include managers and employee's suggestions, the following are suggestions for companies which want to development WBT.

1. According to this study, the researcher suggests to companies that making a plan is the first step to develop WBT.

Before developing WBT, the company has to make a plan at first. Then, the next step is following this plan step by step. Besides, the company needs to know their goals and reasons to implement WBT. This is very important. Because many companies when they want to adopt WBT, they don't know what will happen and what they really want. Some of companies want to implement WBT is because they want to save training costs, engage in knowledge management...etc. Each company has different reason to use WBT. If the company doesn't know the reason and only think that others companies all have this, so, they also need to have this. This thought will cause the failure on implementing WBT. Because WBT is not the solution for everything. It can bring more effectiveness only when the development of company needs it. Or it will cost a lot of expense without receiving any revenues.

2. According to this study, the researcher suggests companies that contents of training program has to meet trainees' needs

From results, this study finds that employees and managers think that design of instructions has influences on trainee satisfaction. When the content of each training program can meet what trainees need, their trainee satisfaction will be much higher. Besides, they can use what they learn from training on their jobs. The purpose that a company asks trainees to receive training is hopes they can use what they learn now to improve their performance of job in future or solve problem in presents. If the content of instruction can't meet their jobs, trainees don't know why they need to receive it and the company can't get any effectiveness from WBT. So, to understand trainees' needs and design instructions based on them are very important.

3. According to this study, the researcher suggests to companies that improving WBT continually can facilitate the implementation of WBT

From results, the study finds that there are many methods to increase trainee satisfaction. Besides, employees share some situations that they ever encountered

which decrease their trainee satisfaction. In addition, managers also share companies' development of WBT in future. These reveal that there are still many things that need to be improved for WBT. All of these companies implement WBT for over 0.6 year. Each company is in different stage of implementing WBT. But no matter the time for implementing WBT are 0.6 or 4 years. They all think that there are still many things that need to be improved in their WBT system. Trainees and companies' needs change all the time. If the company can't improve WBT continually, it will lose its effectiveness one day.

4. According to this study, the researcher suggests to companies that noticing the differences between managers and employees' viewpoints is necessary

From main findings and conclusions of this study, it reveals that there are differences between managers and employees' viewpoints on influential factors of WBT. Although managers are the designer and implement person of WBT system, employees are the ultimate user. If only taking managers' viewpoints into consideration, it is difficult to create a WBT system which is liked by employees. If employees don't like this training, they don't have the willing to receive training programs. In order to develop an effective system of WBT, both of managers and employees' viewpoints are needed to be considered. Besides, the improvement on WBT needs to base on the difference between managers and employees' feeling or viewpoints to engage in adjustment. By this way, trainee satisfaction and the effectiveness of training will be increased.

Suggestions for researches in future

After engaging in this study, the following are four suggestions for researches in future.

1. The researcher suggests to future researches that a long-term case study can be

considered in future research

There are more and more middle and large size enterprises implement WBT in their company. Some companies are starting to engage now, and some are implementing for many years. After implementing for one, two, three years...etc, the situation and problems that they have to face in trainee satisfaction are different. The influential factors would be changed either. So, a long-term case study which about the change of trainee satisfaction and influential factors' influences of a company from the beginning of developing WBT to many years later will also an interesting research. Besides, it can provide more specific suggestions to facilitate developments of WBT.

2.The researcher suggests to future researches that interview of managers of other departments can be included in future research

Not only HR or training department managers are the key men to WBT, but also managers of other departments are. Because managers of HR or training department is someone who implements or designs WBT. This makes them understand WBT system. But, other managers are the one who understands the condition of trainees' learning. They are the first one who understands how trainees learned. And, they are also the one who reflects trainees' learning to HR or training department. So, in future researches, interviews of other departments' managers could be taken into considerations.

3.The researcher suggests to future researches that the future researches can focus on different level of employees

Different levels of employees have different kind and degree of study. Training programs that they received would be very different. Besides, the conditions of their study are also very different from each other. For example, specialist and senior specialist have to receive different kind of WBT programs. When the training and

learning are different, factors which affect their trainee satisfaction may be also different. But, this study mix different levels of employees. So, dividing employees into different level to understand their viewpoints also can be taken into consideration into future researches.

4. The researcher suggests to future researches that the rank of influential factors can be taken into consideration in future researches.

Different influential factors have different degree of influences and importance. This study only finds out the factors which have influences on trainee satisfaction of WBT. It doesn't rank the influential factors. If the future research can rank all of these factors, the most important factor and which has more influence is would be found out. This will help companies to focus on important influential factors at first and immediately.

These suggestions give some other directions to future research which is related to influential factors of trainee satisfaction on WBT. By this way, it can make companies have more understanding about influential factors of trainee satisfaction and also provide a more explicit guideline to companies to improve trainee satisfaction.