

The Analysis of English Language Training Strategies for Taiwan International Trade Enterprises

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Abstract.

The study aims to analyze the most important issue for enterprises to go to international for communication of languages learning. After all, communication between people and enterprises are the most effective in language. This study compares English has already mastered the direction of foreign language users. Hill (2007) indicated that the global population has the largest number of Chinese-speaking companies. It measures the patterns of resource uses and to assess their abilities. The findings discover that there is a strong competition relationship between the international enterprises. The English-learning meets a wider spectrum of practice and has a competitive displacement effect on the human resource management. The results indicate of empirical analysis can be used to obtain the weights of different English language training strategies for enterprises, and then design evaluation mechanisms or specific implementation plans.

Keywords: English Language Training; Fuzzy Analytic Hierarchy Process; Modified Delphi Approach; Strategic Human Resources Management; Teaching English as Second Language

1. Introduction

According to the statistics of the Ministry of Finance of Taiwan, the customs import and export trade in December 2007. Hong Kong and China are the main export trade countries, followed by the ASEAN countries, the United States is the third, Europe is the fourth, and Japan is the fifth. For a long period of time, exporting has become the driving force behind the economic growth of Taiwan, with exports accounting for about 60% of GDP (Gross Domestic Product, GDP). Because of the influence of globalization, the economies in each country have gradually affected each other. Therefore, the human resources are required for the job market must have an international perspective and professional language skills. The development of professional talents is related to the performance and profitability of the company. For Taiwan's international trade companies with fierce international competition, it is a very significant issue to actively cultivate and enhance the international competitiveness of professionals by various ways. In

other words, whether companies have world class employees and global managers determine whether companies can successfully face the many challenges of internationalization. Corporate discipline and development are regarded as the key to successful implementation of the globalization prospect and strategy. An important function of human resource management is to provide important methods and tools for performance management. The results can be used to motivate employees and formulate an organizational development strategy. Undeniably, human resource development can also create valuable intangible assets for enterprises. These intangible assets can enhance internal processes that are most critical to creating customer and shareholder value, then affects business performance. At the same time, intangible assets can create the advantages and knowing powers that are difficult to be imitated by competitors.

2. Literature Review

2.1 Strategic Human Resource Management and Performance Evaluation

The 21st century is an era of human resources competition. The importance of intellectual capital or human capital exceeds that of traditional capital and becomes a strategic resource for current important organizations. In general, human resource management refers to all measures and systems that affect employee attitudes, behaviors, and performance (Noe et al., 2003). The business environment facing enterprises today is changing rapidly. Human resources are an important source of competitive advantage for companies. Therefore, human resource management plays a pivotal role for the organization (Wright & McMahan, 2011). In the face of a rapidly changing global business environment, the trend of human resource development has gradually moved toward a strategic concept. For an organization to successfully achieve its goals, it must rely on the proper allocation and integration of various resources. Among the resources that organizations rely on to accomplish their goals, human resources are undoubtedly the most important capital of an organization (Huselid & Jackson, 1997). Therefore, Strategic Human Resource Management (SHRM) has become a forward-looking approach to the integration of personnel management in the academic and practical circles in the past 20 years (Mankiw, 2004). Strategic human resource management is an important part of implementing corporate strategy. Its primary goal is to develop the talents needed to help drive strategic breakthroughs and help companies achieve strategic goals.

Butler et al. (1991) argued that traditional human resource management is mainly to explore the individual impact of various management activities in human resource management. Strategic human resource management is to explore the interaction between human resources management and various management activities, and the relationship with organizational strategy. Moreover, strategic human resource management plans and manages the long-term and integrated perspective of human resources within the organization. Schuler (1992) Strategic Human Resource Management emphasizes integration and adaptation, focusing on the integration of human resources management with the organization's strategic goals and needs. And the organization's human resources and policies can adapt to changes in the internal and external environment and keep pace with the times. Sherman et al. (1998) pointed out that integrating organizational strategy and human resource management can help establish organizational competitive advantage and enable all departments to work together. This is the

argument for strategic thinking. Many studies have raised opinions on the relevance of strategic human resource management to corporate performance. Delery and Doty (1996) pointed out that strategic human resource management can generally be divided into three perspectives: universalistic, configuration, and contingency. The three perspectives of strategic human resource management have their own supportive scholars and emphasis, but their consistent goal is to improve organizational performance.

2.2 Enterprise Language Training and Human Resources Management

Enterprise language training and human resources management in multinational business are highly related, especially for the linguistic franchise of international business, the English language. Lengnick-Hall et al. (2011) focus on the degree of alignment among multinational company (MNC) strategic orientation, human resource management (HRM) practices, and language policies. The coherent and tight alignment among the MNC orientation, language policies, and HRM practices is beneficial in terms of ethnocentricity, polycentricity, or egocentricity. However, when they use international business research on language, they found that what is good in theory is not necessarily good in practice. Instead, it is often more difficult (Lengnick-Hall et al., 2011; Wright & McMahan, 2011).

Among others, Levy and Williams (2004) reveals that computer-mediated communication (CMC) creates opportunities for English language learners' output. Also, speaking of English language learners' project work, English language teachers serve as facilitators in CMC rather than language teachers. Furthermore, the function of reusable e-learning contents and activities shed light on authentic autonomous and collaborative language learning for English language learners. Mankiw (2004) investigates the usage of the practice enterprise to improve foreign language learners' knowledge and communication skills by conducting an international survey. The aim of the survey was to compare the experience in terms of the foreign language training and studying materials in different countries. Practice enterprise refers to a school subject taught in the Czech Republic since 1992 to help graduates to find a job after graduation from commercial schools. The survey found that in the Czech Republic and other countries, more effort should be made in some areas such as unified materials and investments in foreign language instruction.

To show the development of English as the main language for international business, Hurn (2009) discusses the competition from other languages. The author emphasizes that business in British needs to acquire fluency in foreign languages to understand cultures from other countries to maintain its competitive advantages (Wright et al., 1994). Thereby the author suggests need for developing simpler, standardized international English for multinational business which can be easily used by both native speakers and English language learners.

To examine the hypothesis that in multinational business, personnel will be more creative and perform better than mono-cultural organizations, Luring and Klitmøller (2015) test the inclusive language use by managers and employees in formal and informal situations in privately owned intercultural business. They found that performance only. However, among

employees, both creativity and performance were found due to the openness to language diversity. Therefore, they suggest a need to facilitate inclusive group processes to increase creativity in multinational organizations.

3. Research Method

3.1 Application of Modified Delphi Approach

Since its inception, the traditional Delphi method has been widely used in the study of humanities and social sciences in education, business, politics and the international environment. Delphi approach presents the consensus of experts in a narrative statistical approach. Experts must not discuss each other, nor can they have horizontal contact with each other, and can only contact investigators. Through repeated consultations with experts, the researchers gradually obtained a more consistent decision-making method. Murry and Hammons (1995) believed that the results of collective discussion and joint decision-making by experts should be more comprehensive than the results of individual thinking, especially the members of the collective discussion are experts in the field. Therefore, Delphi method can be called a method of prediction and analysis that is most commonly used by social science researchers in modern times. Rowe and Wright (1999) pointed out that this research method preserves the advantages of experts' collective decision-making and brainstorming on the one hand, and the other hand, it avoids the possible interference of expert members in discussing issues in face-to-face communication. Murry and Hammons (1995) proposed a modified Delphi approach. What is different from the traditional approach is that steps of the first-round open questionnaire. A structural questionnaire is directly developed through the relevant research results in the references, the researcher's plan, the experts involved in research must be independent. This will make sure the accuracy of the research results.

The following steps of modified Delphi approach:

Step 1: Set the purpose and needs and summarize the questionnaire in a literature review.

Step 2: Identify and connect with experts who are familiar with the subject of decision making and form an expert group.

Step 3: Send the questionnaire designed by the literature review to the expert group for questionnaire survey.

Step 4: After the individual opinions of all the experts are collected, they will be presented in a quantitative analysis, and the experts will be asked to reply or supplement the amendments.

Step 5: Confirm the consistency of the expert questionnaire. If the opinions of all the experts can be combined into a consistent result, the modified Delphi approach questionnaire is completed.

Base on the relevant literature and the result of the modified Delphi approach, this study establishes a hierarchical analysis structure of the research subject. The following reveals detailed descriptions of these criteria and sub-criteria.

3.2 Fuzzy Sets Theory and Fuzzy Analytic Hierarchy Process

In consideration of people face various decision making, they often need to consider many different levels of influence or evaluation indicators. Therefore, scholars have developed a series of multi-criteria decision-making (MCDM) research methods to solve the problems of analysis, evaluation and decision-making. Among these research methods for studying multi-criteria decision-making mechanisms, Saaty (1980) believed that the Analytic Hierarchy Process (AHP) is an important research method. This approach avoids decision makers considering only a single criterion and cannot make correct, reasonable, and data-driven decisions. Among these research methods for studying multi-criteria decision-making mechanisms, Saaty (1980) believed that the Analytic Hierarchy Process (AHP) is an important research method. In the Hierarchical Structure, the criteria for each level are assumed to be independent. The criteria within the hierarchy shouldn't exceed seven. Every criterion within a level can be evaluated using the criteria in the upper level, using the pair wise comparison method. In the evaluation, the preference relation should satisfy the transitivity and conform to the consistency test.

Zadeh (1965) introduced fuzzy set theory to solve problems involving the absence of sharply defined criteria. Bellman and Zadeh (1970) used the fuzzy theory and added the personal judgment of decision makers to solve decision-making evaluations. Fuzzy theory can be combined with most multi-criteria decision-making approach. Fuzzy sets use membership functions to describe the extent to which an element belongs to a certain set. Zadeh (1965) argued that fuzzy theory is in line with the processing mode of depreciating behavioral depreciation. It gives emphasis to anthropomorphic thinking, reasoning, and perception of what is around is inherently vague. Therefore, it is necessary to replace the traditional measurement method with analysis method of fuzzy mathematics to solve the uncertainty and vagueness of the real environment, and then carry out evaluation and analysis.

4. Empirical Results

This study first uses the method of Modified Delphi Approach to establish a hierarchical analysis structure. The study consistently and have homogenic background require four criteria to seventeen sub-criteria. To reach high standard of accuracy results, the sample objects of this study are mainly the human resource commissioners and experts. The questionnaires of hierarchy analysis results between human resource and language training experts survey, and then concludes.

4.1 Hierarchy Process Structure

According to the relevant literatures and the operation results of Modified Delphi Approach, this study builds up the hierarchical analysis structure of study subject. Table 1 shows 4 item of criteria and 17items of sub-criteria. Basically, there are including four criteria and seventeen sub-criteria as below.

A1. International Prospect and Culture: In the world, 80% of the world's population has been designated as the "United Nations". At the same time, English has become the "world language". More and more "multicultural" and "cross-cultural" work partners also come with the international perspective in almost enterprises. The learning and usage of language has become one of the tools to communicate in this era.

A2. Curriculum: Generally, there are too many tutoring classes, schools, and private tutors in the language courses. They have become self- and individual-to-company learning resources. The language courses are nothing more than the four foundational requirements for personal promotion and strengthening "listening, speaking, reading and writing". In the courses, listening and reading are the benchmarks for promotion of the enterprise, such as the TOEIC and the GEPT. But talk about speaking and writing, they can be basic improvement of the individual and the basic elements of communication with people.

A3. Oversea Intern: Nowadays, in Taiwan, nearly 70% of young people are acceptable to work abroad and get the internship opportunities. The best choice of foreign countries is the United States, Canada, the United Kingdom, Australia or Europe. If the enterprises provide the internship opportunities or job rotation, and one of these can be included in the job evaluation. The subsidiary can take the internship abroad as a personnel training. Internship abroad can become the springboard in every enterprise.

A4. Teacher Faculty: The institution of teacher who teach English in the private sector are mostly natives. (Teachers who return to Taiwan after studying abroad.), and employ people from other countries to teach their four language skills (listening, speaking, reading, writing). However, the quality of teachers is uneven, many companies fail to hire fixed personnel, which is disappointed.

A5. Tests: Language studying is blend with all kind of practice not only focus on listening or reading but also speaking and writing. All those need to reach the balance of enterprise needed and improve employee language skills priorities.

B1. Promotion: The human resources department within the company will be promoted according to the employee's scores of TOEIC or IELTS, the score can determine the low-level personnel to upgrade to middle-level personnel. The Senior personnel also listed it as a necessary condition for the recruitment of international personnel, such like flight attendant, pilot. The promotion of enterprises and the personal ability of language are inseparable, but the way in which they are promoted and promoted is one of the requirements of their enterprises.

B2. Pay Raise: The amount of salary is determined by the company's system of human resources departments through its verification and certification. Salaries can be adjusted according to company language requirements and reference standard. And the amount of salary you can raise depend on the scores of the language proficiency test, or the foreign language test.

B3. Rewards System: Besides the working experience and the performance, the incentive method can base on the English abilities and increase the tourist reward, or arrange the employees to appropriate positions. With this incentive method, employees will concentrate on the work, which is going to be the best system while companies are getting globalized.

B4. Employee Welfare: The self-improvement of employees needs to considerate how to use the language and let it become the benefit. What more, learning is also the self-improvement and the benefit. With the full subsidies or it is under regulations, this benefit makes more employees are willing to study further when they are on the work or off the work.

C1. Classroom: Because of the particularity of languages, the education and training room in the enterprise can facilitate employees create their independent listening and improve the creativity of speaking and writing. By upgrading between the software and the hardware and a higher level of audio-visual equipment in the language classroom. The employees are more willing to enter the field of learning and achieve the improvement of corporate language education.

C2. English Corner: Companies can establish English club-English Corner. Use the staff lounge as a venue for English Corner, only opened in available time or specific events, and every employee talk only in English. Or companies can hire a foreign teacher to train the employee for practicing English speaking in English Corner. Also, employees can enjoy the film or books and make a review to share their thought with each other.

C3. Library and Network Resources: Although, Enterprises are lack of the book resources. Use the space of the staff room, companies can supply the English magazines, newspapers, periodicals, videos, or offer the 3C devices (computer, communication, and consumer electronics), let workers use mobile phones or tablets to search more input on the internet.

C4. Bilingual Languages Facilities: Companies can design a Quick Response Code on various items and facilities to be used in bilingual usage (in English and Chinese). You can use the mobile phones or every handheld device which can scan to see the description of the facilities with two languages. It is easier to learn the language when working in a bilingual environment.

D1. Human Resource Regulations: The language training has been incorporated in the performance which is about the promotion and salary adjustments. In addition, according to the Human Resource regulation, employee has completed or not completed the training are included in the performance.

D2. Inheritance System: The communication of the eastern enterprises between senior employee and junior employee is different from the western enterprises. In eastern, workers are too shy to speak out and lead to they have trouble communicating. However, with the heritage system, the old employees can help the new employees to improve the basic skills of listening, speaking, reading and writing, and it can persist this system in enterprises.

D3. Lifelong Learning: Language is a skill, not only a short-term study, but also a long-term self-learning. The heritage system can keep employee self-improvement and progressing. Enterprise should cooperate with colleges and universities, so the learning can be “Never too late to learn.”, and it can be the invariable thing that we need to learn.

D4. Enterprises Consensus Program: The change of the enterprise is like changeable ripple. In the 21st century, the management or the backbone of the enterprise and the employees should recognize that "language" is one of the changeable factors. Therefore, the language training is not only the training, but also the support and assistance.

4.2 FAHP Results Analysis

Among these questionnaires, eighteen copies were issued to experts in the industries of Taiwan enterprises. Then, seventeen copies were retrieved; therefore, the overall response rate of effective questionnaires is 94.44%. The defuzzied values (R) of each sub-criteria and final fuzzy weights are presented in Table 1.

Table 1. Final Fuzzy Weights and Defuzzier Values

Rank	Sub-Criteria	Final Fuzzy Weights	Defuzzied (R) Values
1	A1 International Prospect and Culture	(0.0396,0.1085,0.1085)	0.0909
2	C1 Classroom	(0.0345,0.0882,0.1243)	0.0895
3	D3 Lifelong Learning	(0.0506,0.0638,0.1196)	0.0830
4	C3 Library and Network Resources	(0.0413,0.0643,0.1140)	0.0787
5	A2 Curriculum	(0.0320,0.0719,0.1118)	0.0784
6	C4 Library and Network Resources	(0.0407,0.0512,0.1151)	0.0758
7	B4 Employee Welfare	(0.0405,0.0497,0.1157)	0.0757
8	A3 Oversea Intern	(0.0324,0.0765,0.1011)	0.0751
9	A5 Tests	(0.0305,0.0607,0.1118)	0.0749
10	B2 Pay Raise	(0.0355,0.0391,0.1151)	0.0723
11	B1 Promotion	(0.0343,0.0577,0.1064)	0.0721
12	B3 Rewards System	(0.0374,0.0470,0.1105)	0.0720
13	D1 Human Resource Regulation	(0.0422,0.0468,0.1085)	0.0719
14	C2 English Corner	(0.0324,0.0384,0.1101)	0.0692
15	D2 Inheritance System	(0.0363,0.0363,0.1027)	0.0657
16	D4 Enterprises Consensus Program	(0.0365,0.0446,0.0971)	0.0648
17	A4 Teacher Faculty	(0.0296,0.0552,0.0938)	0.0647

As can be seen from Table 1, according to the analysis results of the FAHP expert questionnaire, the most important top five items of the specific measures for English training in Taiwanese international trade enterprises are: A1 International Prospect and Culture (R value =0.0909), C1 Classroom (R value =0.0895), D3 Lifelong Learning (R value =0.0830), C3 Library and Network Resources (R value =0.0787) and A2 Curriculum (R value =0.0784). There are two

Sub-Criteria in the top five in Group A and Group C respectively. This shows that the content of the Training and Environment Facilities are particularly valued among the experts interviewed in the current study. If we take the sixth place, C4 Library and Network Resources (R value =0.0758), into account, Group C is not favored except the C2 English Corner (R value =0.0692). However, the remaining Sub-Criteria get a high weight score.

The least five Sub-Criteria on weight score are D1 Human Resource Regulation (R value =0.0719), C2 English Corner (R value =0.0692), D2 Inheritance System (R value =0.0657), D4 Enterprises Consensus Program (R value =0.0648) and A4 Teacher Faculty (R value =0.0647). Among them, Sub-Criteria in Group D occupies three items. This shows that the experts surveyed believe that the regulations and the system are less helpful for Taiwanese International Trade Corporation to promote Strategic Human Resources Management of English Language Training Strategies. However, it is worth noting that the Defuzzier Values obtained by all Sub-Criteria in the hierarchical analysis structure are not different significantly from each other. The gap between the first and the least Sub-Criteria, their Defuzzier Values is only 28.82% apart. It can be seen that such Sub-Criteria may also make it difficult for experts to make choices. After all, each company's physical qualities and problems are different. Such inferences also echo the arguments of Brewster & Suutari (2005) and Randall, Schuler and Jackson (2005). The main core of SHRM is the activities of HRM, organizational needs and organizational effectiveness.

5. Conclusion

English is not the official language of Taiwan or the mother tongue. Obviously, Taiwanese are generally at a disadvantage in English at the international level. Facing the economies of the world that are globalizing, Taiwanese international trade companies must actively cultivate and enhance English professionals through various means. The development of such professionals is related to the performance and profitability of the company. This study investigates the perspective of strategic human resource management to explore the feasible strategies of cultivating professional English talents in Taiwanese international trade enterprises. This study uses the Modified Delphi Method and the Fuzzy Analytic Hierarchy Process (FAHP) as the main research method. First, a hierarchical analysis structure with four assessment criteria and seventeen sub-criteria was established. Then calculate the weight scores of each evaluation facet criterion and sub-criteria. The empirical analysis found that companies should focus on strategic development priorities such as International Prospect and Culture, Classroom construction, Lifelong Learning, Library and Network Resources, and Curriculum. These are important foundations for companies to implement strategic human resource management, which in turn drives organizations to achieve their goals. The research results put forward specific suggestions for the English ability training strategies of employees of Taiwanese international trade enterprises. The research results can not only make up for the shortcomings of the past research, but also provide the enterprises and follow-up researchers.

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