Training Need Analysis

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ABSTRACT

Human Resource Management is one of the most important assets of the organization, which brings success to the organization. In Human Resource Management so many activities are involved, but create a Trend is a Challenging task of the every human being and at same time it is undefined challenging task of Human Source Management Department to manage, create and face the Challenges throughout the globe. In the functions of Human Resource Management Training is placing the very important role. Because of every organization growth is depends on employee performance, when the employee having sufficient skills and knowledge to work at that movement every employee feels satisfaction to work in place depends on the training program. This study is undertaken to consider the creating and challenging task of every employee. The objective of this study is to know the performance of the employees in an organization and the questionnaire is used as a source to know the Training needs of the employees in an organization. However this project is subject to some limitations like the time, it is limited to few days only, and the study was restricted to Hyderabad. And many Human Resources Trends have occurred over the past decade, more online Training, change in expectations of HR professionals, a shift toward millennial employees, and the rise of Technology. This paper tries the study of Training Need Analysis in an Organization.

II. SCOPE OF THE STUDY

- To analyze current skills, knowledge, competencies and behaviours
- A range of relevant and tailored training solutions including recommendations for appropriate training delivery methods e.g. in-house or external, face-to-face or virtual.
- Agreed training objectives and outcomes, including a plan detailing how we will support your success in the short and long term

III. NEED FOR THE STUDY

Training need analysis is mainly needed to identify performance issues and management. Anticipated introduction of new system, task or technology and a desire by the organization to benefit from a perceived opportunity. A needs analysis often reveals the need for well-targeted training areas. However, we must keep in mind that training is not always the best way to try to close a particular gap between an organization’s goals and its actual performance. While conducting the needs analysis we ensure that a clear idea of the problem is derived, look at all possible remedies and report on their findings to management before deciding on the best training plan.
IV. OBJECTIVES OF THE STUDY

- To identify areas of particular strength or weakness in the organisation.
- To develop plan to build on strength and reduce weaknesses (i.e.) improve performance.
- To enable priorities for action to be established.
- To plan the most effective development of limited resources, for instance, to ensure cost effectiveness and value for money.
- To justify investment in training by showing how training will contribute to achieving corporate objectives.
- To provide a basis for integrating training into the business by getting line management involvement and commitment.

V. THEORETICAL FRAMEWORK

Training needs analysis is imperative for bridging knowledge and skill gaps in Organizations.

A training need exits when there is a performance gap between what is required of an employee to perform their work competently, and what they actually know. A training needs assessment (TNA) or training needs analysis is the method of determining if a training need exists and if it does, what training is required to fill the gap.

The results of training needs analysis will decide the subject matter needed to be covered during the training. The knowledge and skills gained during the training will increase abilities and allow participants to perform their jobs at an acceptable level.

The reasons for a TNA are to:
- Determine whether training is needed.
- Determine the causes of poor performance.
- Determine the content and scope of training.
- Determine the desired training outcomes.
- Provide the basis of measurement.
- Gain management support.

How to undertake TNA:

TNA can be undertaken at a number of levels.

For the organization as a whole:

Usually undertaken by the learning and development team or the HR department. The aim is to understand the amount and types of learning that will be needed to ensure that will be needed to ensure that all employees have the right knowledge, skills and attitudes to perform the jobs they do. Eventually, such a survey will ensure that the right skills are available to the organization to meet its strategic objectives.

For a specific department, project or area of work:

These may be one off projects where a change or a new way of working, or a re-organization necessitates changes in the jobs people do. Research will have to be carried out on what demands the new or changed jobs will make and any gaps identified between employees current skills and the skills needs to meet the new demands. Even if no radical changes are planned, senior managers normally expect their project partners to continuously analyse and update the requirements for learning in their areas of responsibility.

For the individual:

Often this will take place at the time of appraisal with the employees and their line manager. Need may cover enhancing skills to improve performance on the current job, to deal with forth coming changes or development needs that will enable the individual to progress their career.

There is a need for L&D/HR to ensure that analysis at these three levels is considered in conjunction with one another. One effective way of doing this is via a two way dialogue with managers when information is being sought for TNA, and when the results of the analysis are communicated.

Knowledge, skills and attitudes versus competences:

- Knowing what jobs will be done, now and in the future is the first step. Then there is the more detailed analytical process for each category of employees covered:
  - What capabilities will be required to carry out the job? (the person specification).
  - What capabilities do existing employees possess? (a formal or informal skills analysis).
  - What are the gaps between existing capabilities and the new requirements? (the learning specification).

Capability analysis:

Training professional have used a breakdown of capabilities into knowledge, skills, and attitude as convenient shorthand for analyzing needs and it is a useful way to ensure that no requirements are missed.

How to plan Training Need Analysis:

- Step 1: Identify problem needs.
- Step 2: Determine design of need analysis.
- Step 3: Collect data.
- Step 4: Analyse the data.
- Step 5: Provide feedback.
- Step 6: Develop Action plan.

How to use the results of the analysis:

- A report of overall training needs for the organization or department.
- Prioritization of the learning needs identified.
- Learning and training plans.
- Personal development plans.

VI. METHODOLOGY

Research Design:

A research designs is a specific action of the method and procedures for acquiring the information needed to structure or solve the problems. It is an overall operational framework project has stipulates what procedures. The research design ensures that the information obtained is relevant to the study. A research design might be described as a series of advances .Decisions that have taken together from a special master plan or a model for the conduct of investigations. These are different types of research designs used applied for
different or suitable conditions for this project at the time of survey.

**Research Instrument**

The questionnaire is fully structured. The field work was carried for a limited period. The approximate time taken to fill a questionnaire is two to three days. To study the opinion of the respondents towards performance levels and satisfactory levels of the employee and need for the Training is adopted to study the relationship and variation of respondents.

**Statistical Techniques Used For Analysis**

The data is analyzed by using Mean, Standard Deviation, Coefficient of Variation and Coefficient of correlation. The methodology adopted for collecting the primary data is through questionnaire method. Questionnaire is designed using objective type questions mostly of multiple choices, keeping in view the time availability at the disposal of the decision maker. Questions designed are simple and specific, to generate response according to the objectives. Questionnaire is arranged in a logical order, logical to the respondent and proper care has been taken to avoid ambiguity in responses and at the same time enabling the respondents to answer the questions easily and quickly with the time available at their disposal.

**VII. SAMPLING DESIGN**

- **SAMPLE UNIT:** The sampling unit is employees who are working in the organisation.
- **SAMPLE SIZE:** The sample size is 100 employees.
- **SAMPLING METHOD:** Random Sampling

**VIII. LIMITATIONS OF THE STUDY**

- The time period of study is limited.
- Though the employees wanted to give information they could not give as it wastes their time.
- The accuracy of the answers depends upon the mode of interest of respondents.

**IX. RESULTS AND DISCUSSIONS**

1. Does a process for identifying future Training and professional development needs exits in your organization?
   - a. Yes
   - b. No

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<tr>
<th>Options</th>
<th>No of respondents</th>
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<tr>
<td>Yes</td>
<td>65</td>
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<td>No</td>
<td>35</td>
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2. Which of the following statements best describes how your future training and professional development needs are assessed?
   - a. Individually by myself
   - b. By my line manager
   - c. By the Human Resources department

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<tr>
<td>Individually by myself</td>
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<tr>
<td>By my line manager</td>
<td>55</td>
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<tr>
<td>By the Human Resources department</td>
<td>35</td>
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3. How often are your identified training needs reviewed in the period from one assessment to the next?
   - a. Not at all
   - b. Monthly
   - c. Every six months
   - d. Annually

*Interpretation:* from the above diagram and table information 10% of employees are accepting training needs are assessed individually by me, 55% of employees are accepting training needs are assessed by my line manager and 35% of employees are accepting training needs are assessed by the Human Resource Department.
Interpretation: from the above diagram and table information 10% of respondents are saying training needs reviewed not necessary, 10% of respondents are saying training needs reviewed need monthly, 50% of respondents are saying training needs reviewed need every six months once and 20% of respondents are saying training needs reviewed need yearly once.

4. On a scale of 1 to 5(1beingtheworst and 5being the best.) within your organization how confident are you that the existing process will meet your future training/professional development needs and aspirations?
   1. Not at all confident
   2. Not confident in most regards
   3. Moderately confident
   4. Confident in most regards
   5. completely confident

Interpretation: from the above diagram and information 10% of the respondents are not at all confident the present existing training process will meet the future training/professional development needs and aspirations, 20 % of the respondents are not confident in most regards the present existing training process will meet the future training/professional development needs and aspirations, 40% of the respondents are moderately confident the present existing training process will meet the future training/professional development needs and aspirations, 10% of the respondents are confident in most regards the present existing training process will meet the future training/professional development needs and aspirations and 20 % of the respondents are completely confident the present existing training process will meet the future training/professional development needs and aspirations.

5. Employees returning from training are given adequate free time to reflect and plan improvements in the organization.
   1. Strongly Disagree
   2. Disagree
   3. Neither Agree Nor Disagree
   4. Agree
   5. Strongly Agree

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<td>completely confident</td>
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**Interpretation:** from the above diagram and information 20% of the respondents are strongly disagreeing the given adequate free time to reflect and plan improvements in the organization, 10% of the respondents are disagreeing the given adequate free time to reflect and plan improvements in the organization, 10% of the respondents are in dilemma situation whether the given adequate free time to reflect and plan improvements in the organization, 40% of the respondents are agreeing the given adequate free time to reflect and plan improvements in the organization and 20% of the respondents are Strongly Agree the given adequate free time to reflect and plan improvements in the organization.

**X. FINDINGS**

From my survey and observation I was identified some of the important things:

- 25% of the employees are not confident the training process will not meet the future training/professional development needs and aspirations.
- 35% of the employees are not satisfying the present training programs providing by the organizations

**XI. SUGGESTIONS**

- I suggest that to improve the training facilities to the trainee and trainer for effective training programs.
- I request management to inform the trainees about the training programme before conducting the training programme.

**XII. CONCLUSION**

- A report of overall training needs for the employee, department and organization development. Prioritization of the learning needs identified. Learning and training plans. Personal development plans are very essential for every employee.

**REFERENCES**