



# A STUDY ON TRAINING NEED IDENTIFICATION

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## ABSTRACT

The Training helps staff to learn or gain the knowledge, skills and abilities which can make their current performance better. Training involves a new perspectives, skills and information of an individual resultant improvement within the behaviour. This paper deals with Training Need Analysis of employees of a company in the LLM appliances Private Limited and provides an exploration into the training needs of employees of the sales, pre-sales and post-sales departments as well an analysis and evaluation of the current training practices. The main purpose of the study was to find out that which types of training are required for the employees working within an organization, including, technical, non-technical or soft-skills.

**Keywords:** Training Need Analysis, Assessment, Evaluation, Skills, Knowledge, Training Assessment

## INTRODUCTION

Training needs assessment is critically important for the execution of training and development in an organization at all levels. It can be as main tools and powerful process of training that helps employees, groups and the whole organization to be successful. However, training needs assessment (TNA) can be constructed as expensive and costly if not as it should be managed in correctly. TNA should be planned in wider perspective of growth and development for the employees in organization. It is essential to recognize the significance value of properly implementation of TNA in order to provide effective cost of training that motivates and nurtures employees' job performance. It is undeniably that TNA is vital especially for the organization to use the various tools TNA in accordance to increase the job performance of employee and organization development.

Training Need Assessment Identification of training needs are the most common terms that can be used to refer either training needs analysis or training needs assessment and both terms are often used interchangeably and it generally used as similar terms (Rikkua & Chakrabartyb, 2013). Training needs identification becomes critical to change the employees' orientation and manage smooth change in the organization.

## OBJECTIVES

1. To study about the needs to be identified by the trainers
2. To study about the overall training program to be conducted
3. To study the course allotted by the trainer and employees outcome

## RESEARCH METHODOLOGY

The process used to collect information and data for the purpose of making business decisions. The methodology may include Identifying the training needs, interviews, surveys, and could include present information

## RESEARCH DESIGN

- ✓ This study is descriptive in nature, which is purely based on the employee's effectiveness
- ✓ The data was collected in survey through questionnaire method.
- ✓ The data used in the analysis and interpretation is primary in nature, the study is descriptive in nature.

## SAMPLE SIZE

It refers to the number of elements of the population to be sampled. The size for the survey is 204 employees:

## TOOLS USED FOR ANALYSIS

- ✓ Chi-square Analysis
- ✓ Percentage Analysis
- ✓ Anova

## REVIEW OF LITERATURE

1. Title : “ Impact of Training in Indian Banking Sector An Empirical Investigation” Author : Dr. K. Karthikeyan, R.Karthi, D. Shyamala Graf This article studies the existing practices of the various aspects of training program and its effectiveness in selected public and Available online at <http://www.journalcra.com> International Journal of Current Research Vol. 7, Issue, 08, pp.19763-19767, August, 2015 INTERNATIONAL A study on Training Need Analysis at Canara Bank”, International Journal of A STUDY ON TRAINING NEED ANALYSIS AT CANARA BANK Department of MBA, Acharya Institute of Technology, Bangalore Training and development enables employees towards skill development and perform better at workplace. It develops zeal among the employees by introducing them towards the process of

continuous learning. What is crucial for employees as well as the organization is that whether the present training program is able to help employees to develop required set of skills. Paper basically present training program, extent to which it is leading to skill development for employees to perform efficiently at their workplace. Study is confined to employee working at Canara Bank Bangalore to understand their opinion about present followed and areas in which company can inculcate additional practices to enhance training and development practice followed in the company. Primary and secondary data was used for the study, where primary data was collected through structured questionnaire and secondary data through journals, magazines, books, internet etc. the data was analyzed using the statistical software SPSS16, excel and MS word, the statistical tool used is fishers exact test. Study basically intended to understand employees opinion about training programs held in the organization and scope for The results shows that there is no significant association between on towards training program at the significance 0.005 level. This shows that the training program is not effective and that there is no significant association between type of training program provided and satisfaction gained through the m at the significance of 0.005 level. This shows that the kind of training provided is not much effective and right kind of training has not been identified, The License, which permits unrestricted use, is where individuals changes jobs, whether through choice or necessity, or preparing for future changes in their work within their present organization. The third reason for a training need to occur is as a result of performance deficiencies. Here indicators of learning needs that result from shortfalls in work performance include things such as operator faults and customer complaints. Bartram & Gibson (2000), say there are consequences to not carrying out detailed analysis of training needs. They mentioned that whether you are going through boom times or slowdowns, you cannot afford to risk your investment in this way. They went on to say that the people who pay the price ultimately are the employees; without the training, they can be the company's liability. Trained effectively, however, they can become the company's biggest Title : “ Impact of Training in Indian Banking Sector – Karthikeyan, R.Karthi, D. Shyamala Graf This article studies the existing practices of the various aspects of training program and its effectiveness in selected public and INTERNATIONAL JOURNAL OF CURRENT RESEARCH International Journal of Current Research, 7, (8), private sector banks. This is mainly to assess the present status of the employee effectiveness in discharging the roles and responsibilities in tune with the objectives of the bank. The aim is to assess the effectiveness of the various facets of training i.e. employee’s attitude towards training inputs; quality of training programmes; training inputs and application of training inputs to the actual job. Paper basically focuses on understanding whether present training program practiced in the company is helping them in skill development or not.

2. Title: A Study of Training Need Analysis Based Training and Development: Effect of Training on Performance by Adopting Development Based Strategy Author: Aarti chahal This paper analyzes the status of various need analysis based training and development practices and explores the proposed link between the training and employees’ productivity by adopting development based theory. The study makes use of statistical techniques such as percentage, mean, standard deviation, standard error and coefficient of variation in analyzing the data for finding the result. The perception of employees regarding the Training and Development somewhat differs significantly on the basis of gender and designation. Consequently the

recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in banking sector.

3. Title: efficiency of training: a comparative study on some selected commercial banks in Bangladesh Author: Md. Zahidul Islam The purpose of the paper is to discover the level of efficiency of training among different commercial banks in Bangladesh.. The study reveals that most of the commercial banks arrange initial training and in house training but they do not arrange mid level or advanced training as well as off the job training. Most of the banks in Bangladesh do not frequently arrange training programs. Study majorly states that banks employees majorly undergo induction and process based training and do not conduct advance level training in accordance with their promotion and changing needs of the company.

4. Title : Training needs assessment practices in corporate sector of Pakistan Author: Syed Kamran Sherazi, Irfan Ahmed\*, Muhammad Zubair Iqbal, Muhammad Umar and Kashifur-Rehman The purpose of this study is to investigate the manager training needs assessment techniques adopted by Pakistan corporate sector, especially in Islamabad and Rawalpindi region, and its impact on training outcomes. The finding related to TNA comprehensiveness was disparate because majority of the organization are using only one level or personal level analysis for their managers training needs assessment. So, it has negative impact on the outcomes of training. The study revealed that training in Pakistan is mostly subjective based. Objectivity of the training is less emphasized during their training session. These desperate results are basically due to lack of comprehensive managerial TNA approach used by corporate sectors in Pakistan before conducting training program. The objective of our study is to mention the drawback which corporate sector is facing regarding TNA and training outcomes and also relate the TNA comprehensiveness to effective outcome of training.

5. Title: Importance of Training Needs Assessment in the Banking Sector of Bangladesh: A Case Study on National Bank Limited (NBL) Author: Tahmina Ferdous1 & B.M. Razzak The study was an attempt to investigate and analysis of training needs assessment and its importance in the banking sector of Bangladesh. The research searches for to evaluate existing literature reviews of training needs assessment and recommends several suggestions for the importance of it's so that to meet the employees' and organizational needs in the banking sector of Bangladesh. The findings addressed that the training needs assessment is prerequisite for an effective training that helps for organizational growth and development.. Consequently the recommendations support for the noteworthy of needs assessment of training which will bring a constructive worth in this sector of Bangladesh and in overseas.

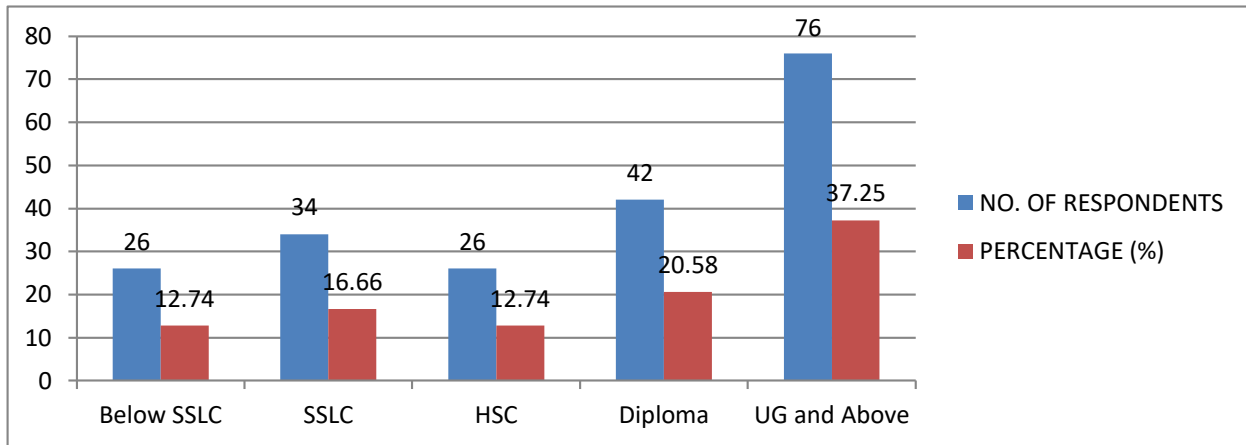
## DATA ANALYSIS AND INTERPRETATION

TABLE: 1- CLASSIFICATION OF EMPLOYEES BASED ON EDUCATIONAL QUALIFICATION

EDUCATIONAL QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE (%)
Below SSLC	26	12.74
SSLC	34	16.66
HSC	26	12.74
Diploma	42	20.58
UG and Above	76	37.25
Total	204	100

**INFERENCE**

From the above table it is inferred that 37% of respondents are UG and Above



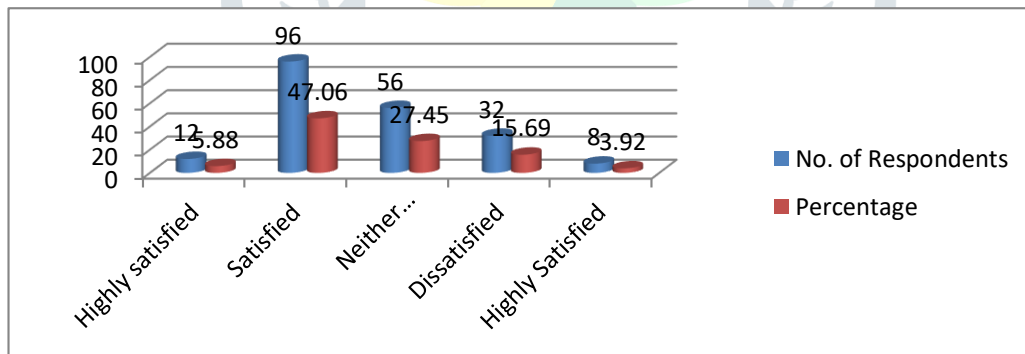
**CHART: 1- CLASSIFICATION OF EMPLOYEES BASED ON EDUCATIONAL QUALIFICATION**

**TABLE: 2- EFFECTIVENESS OF CORPORATE INDUCTION PROGRAM**

Induction Program	No. of Respondents	Percentage (%)
Highly satisfied	12	5.88
Satisfied	96	47.06
Neither Satisfied nor Dissatisfied	56	27.45
Dissatisfied	32	15.69
Highly Satisfied	8	3.92
Total	204	100

**INFERENCE**

From the above table it is inferred that 47.06% of employees says that Induction Program are satisfied and 17% are dissatisfied



**CHART: 2- EFFECTIVENESS OF CORPORATE INDUCTION PROGRAM**

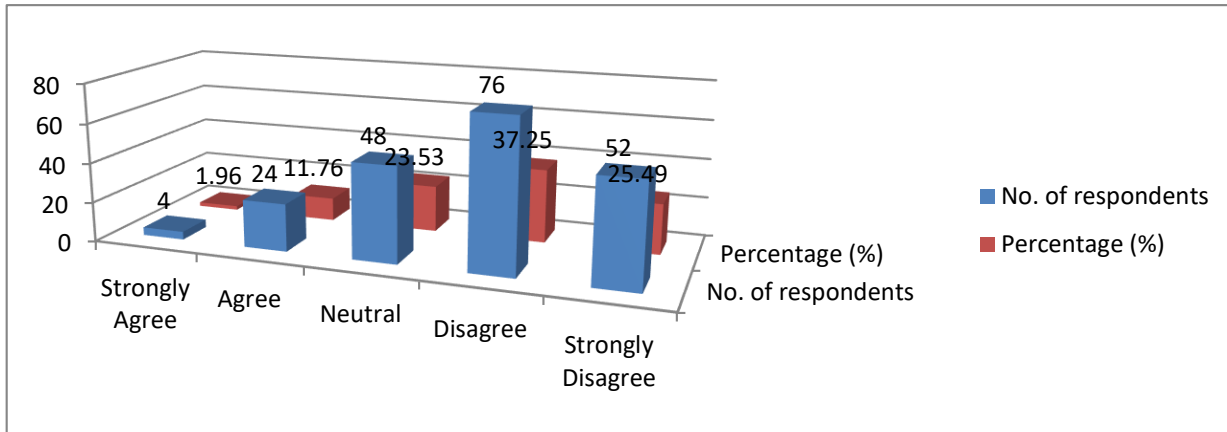
**TABLE: 3- The divisional induction content enough to ensure new employees integration into the LLM work environment**

Work Environment	No. of respondents	Percentage (%)
Strongly Agree	4	1.96
Agree	24	11.76
Neutral	48	23.53
Disagree	76	37.25
Strongly Disagree	52	25.49
Total	204	100



**INFERENCE**

From the above table it is inferred that 37.25% of respondents disagree the Work environment and 1.96% of respondents strongly agree the work environment



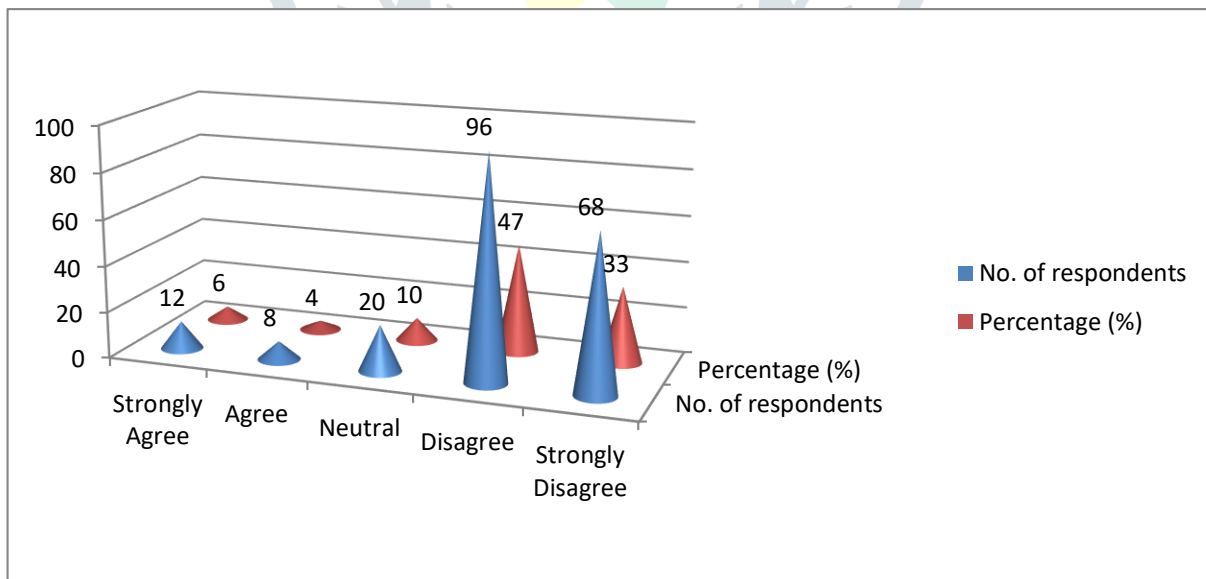
**CHART: 3- The divisional induction content enough to ensure new employees integration into the LLM work environment**

**TABLE: 4-OVERALL SATISFACTION OF INDUCTION PROGRAMS**

Satisfied	No. of respondents	Percentage (%)
Strongly Agree	12	5.88
Agree	8	3.92
Neutral	20	9.80
Disagree	96	47.06
Strongly Disagree	68	33.33
Total	204	100

**INFERENCE**

From the above table it is inferred that 47.06% of respondents says that Induction programs fair and 3.92% of respondents says that Induction program is good.



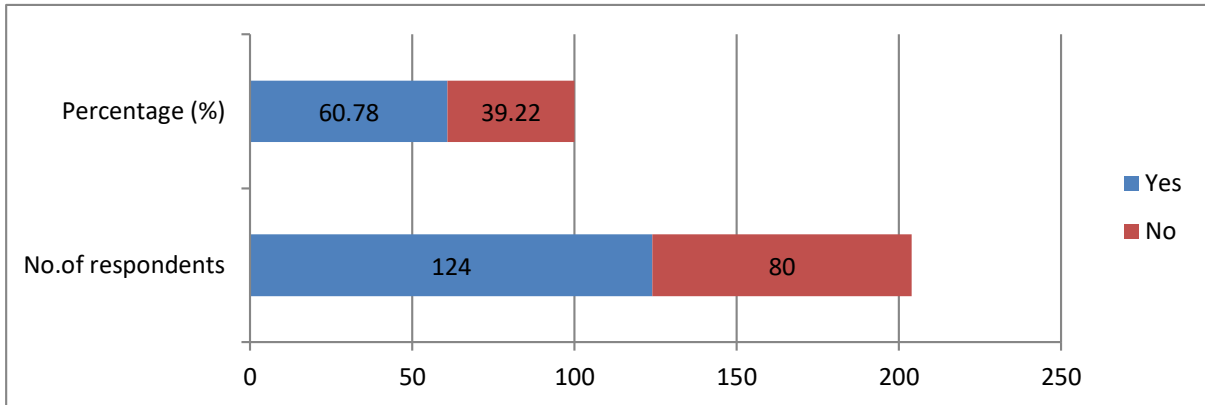
**CHART: 4-OVERALL SATISFACTION OF INDUCTION PROGRAMS**

**TABLE: 5- WOULD YOU RECOMMEND THIS TRAINING TO YOUR COLLEAGUES?**

Recommend	No.of respondents	Percentage (%)
Yes	124	60.78
No	80	39.22
Total	204	100

**INFERENCE**

From the above table it is inferred that 60.78% of respondents says yes to recommend the training to their colleagues and 39.22% of respondents says No

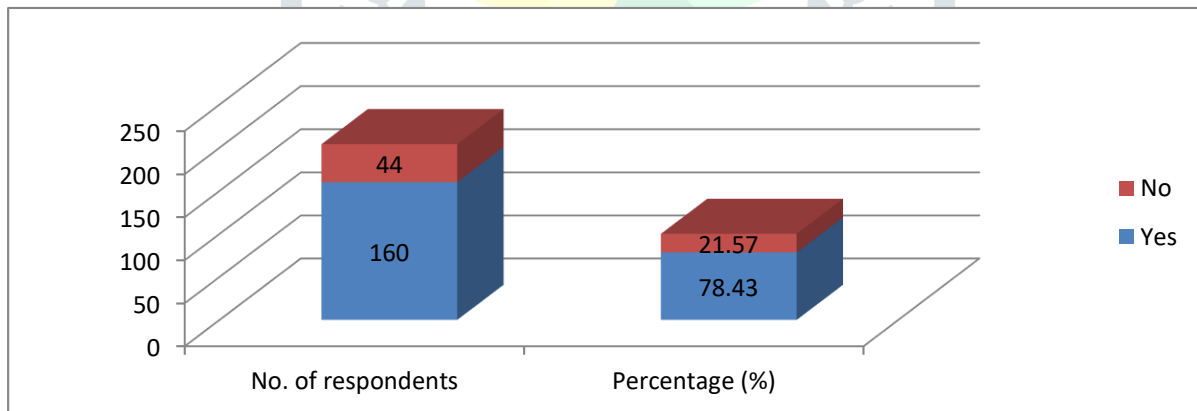


**TABLE: 6-THE TRAINING CONTENT WAS RELEVANT TO YOU**

Recommend	No. of respondents	Percentage (%)
Yes	160	78.43
No	44	21.57
Total	204	100

**INFERENCE**

From the above table it is inferred that 76% of respondents agree the training content was relevant to their job



**CHART: 6- THE TRAINING CONTENT WAS RELEVANT TO YOU**

**STATISTICAL TOOLCORRELATION**

Evaluation between career development and improving skills.

Career Development	12	8	20	96	68
Improving Skills	40	120	28	16	0

**SOLUTION**

S.NO	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
1	12	40	144	1600	480
2	8	120	64	14400	960
3	20	28	400	784	560
4	96	16	9216	256	1536
5	68	0	4624	0	0
N=5	$\sum x = 204$	$\sum y = 204$	$\sum x^2 = 14448$	$\sum y^2 = 17040$	$\sum xy = 17040$

**FORMULA**

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{(n \sum X^2 - (\sum X)^2) \cdot (n \sum Y^2 - (\sum Y)^2)}}$$

**INFERENCE**

There is a negative correlation between career development and improving skills

**KRUSKAL-WALLIS TEST**

Find out the effectiveness among three categories

<b>Supportiveness</b>	4	24	48	76	52
<b>Career Development</b>	12	8	20	96	68
<b>Team Trust</b>	76	104	24	0	0

Supportiveness	Rank 1	Career Development	Rank 2	Team Trust	Rank 3
4	3	12	5	76	12.5
24	7.5	8	4	104	15
48	9	20	6	24	7.5
76	12.5	96	14	0	1.5
52	10	68	11	0	1.5
<b>Total</b>	<b>42</b>		<b>40</b>		<b>38</b>

X = Null Hypothesis  $H_0: \mu_1 = \mu_2 = \mu_3$

There is no significant difference among three categories Alternative Hypothesis  $H_1: \mu_1 \neq \mu_2 \neq \mu_3$

There is significant difference among three categories Level of Significance  $\alpha = 5\%$

CALCULATION  $R_1 = 42$   $R_2 = 40$   $R_3 = 38$   $n = 15$

**FORMULA**  $W = (n+1) \left[ \frac{\sum R_i^2}{n} - 3(n+1) \right] = 1215$  (16)

The degree of freedom is  $K-1 = 3-1 = 2$

5% level of significance is 5.991



**INFERENCE**

W less than 5.991 so there is no significant difference among the three categories **ONE WAY**

Area/Satisfactory level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Improving skills	40	120	28	16	0
Potential	40	136	16	12	0
Information	52	128	20	4	0
Supportiveness	4	24	48	76	52

Find out the relationship between Employee Engagement and its level

**SOLUTION**

Improving Skills	Potential	Information	Supportiveness		
40	40	52	4	<b>136</b>	<b>5920</b>
120	136	128	24	<b>408</b>	<b>49856</b>
28	16	20	48	<b>112</b>	<b>3744</b>
16	12	4	76	<b>108</b>	<b>6192</b>
0	0	0	52	<b>52</b>	<b>2704</b>
204	204	204	204	<b>Ti=816</b>	<b>Xij=71120</b>

**H<sub>0</sub>**: There is no significance between the ways to Employee Engagement and the satisfactory level of employees

**H<sub>1</sub>**: There is significance between the ways to Employee Engagement and the satisfactory level of employees.

CALCULATION CORRECTION FACTOR  $C.F = (T_i)^2 / N = (816)^2 / 20 = 665856 / 20$

$C.F = 33292.8$

TOTAL SUM OF SQUARES  $SST = \sum (X_{ij})^2 - C.F = 71120 - 33292.8$

$SST = 37827.2$  BETWEEN SAMPLE

$SSB = 136^2/5 + 408^2/5 + 112^2/5 + 108^2/5 + 52^2/5 - C.F = 42374.4 - 33292.8$

$SSB = 9081.6$   $SSB + SSW = SST$   $SSW = SST - SSB = 37827.2 - 9081.6$   $SSW = 24211.2$

ANOVA TABLE

SOURCE OF VARIATION	DEGREE OF FREEDOM	SUM OF SQUARE	MEAN OF SQUARE	F-RATIO
Between	$K-1 = 5-1=4$	$R1=9081.6$	$MSC=(9081.6/4)=$ 2270.4	$F_0=MSC/ MSE =$ $2270.4/1614.08 =$ 1.4086

Level of significance = 0.05(4, 15)

Table value = 3.06

#### INFERENCE:

Since the calculated value is lesser than the table value,  $H_0$  is accepted. And there is a significant difference between Employee Engagement and satisfaction level of employees.

#### FINDINGS

- ✓ 78.4% of respondents are UG and Above.
- ✓ 47.1% of respondents say the corporate induction program was satisfied.
- ✓ 52.9% of respondents say that divisional induction helped to understand about LLM.
- ✓ 37.3% of respondents say that agree with the new employee integration into LLM environment
- ✓ 47.1% of respondents say that the information provided in the training are helpful
- ✓ 58.8% of respondents say that overall they satisfied with Induction program
- ✓ 66.7% the training content was relevant to them.
- ✓ 41.2% of respondents are neither satisfied nor dissatisfied with their Training.

#### SUGGESTIONS

- ✓ Annul tour/ year end results presentation.
- ✓ Movie at interval of 2-3 months
- ✓ Indoor and outdoor games had to be conducted once a week/month like chess and cricket.
- ✓ A team to be formed for the supply chain management and clear standard operating procedure to be established.
- ✓ Interdepartmental mode challenges.
- ✓ Introducing new joiners & team building activities at office premises for 1hr/2hr (weekly once/ monthly twice)

#### CONCLUSION

Training Needs Analysis is a crucial step in developing an effective training program. By taking the time to assess the needs of your employees, you can ensure that your training program is targeted and effective.

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