🔓 OPEN ACCESS

Do Training Need Analysis (TNA) Important for Training Effectiveness? – A Survey on some Manufacturing Firm, Chattogram

Abdullah Mohammad Ahshanul Mamun[*]

Assistant Professor, International Islamic University, Chittagong, Bangladesh

Abstract	Original Research Article

Background*:** The Training Need Assessment is an integral part of Training Effectiveness. For a developing country like Bangladesh Manufacturing firms have to spend on training to develop employee skills and in order to make sure the fund is not misspent a proper TNA is essential. There has been very little research on that particular topic in case of manufacturing firm of Bangladesh. ***Aims*:** This paper focuses on find out the importance of Training Need Analysis on the Training Effectiveness of some selected manufacturing firm of Bangladesh. ***Method: A review of the literature is presented in this article. Articles were found using Google Scholar, Science Web, and Semantic Scholar. A survey was conducted on 250 employees of some selected private manufacturing firm and got response from 196 employees which include 60 HR related Management level employees and 136 general level employees. For pursuing the research, the author identified some well-known and high profiled private organizations of Chattogram on the basis of random and stratified technique. ***Results:*** In this study, a grater amount of the respondents strongly agreed that conducting TNA effects on the effectiveness of training. That means conducting TNA is one of the most important requirement for the effectiveness of training. After the analysis of the response rate of the both top and general level employees the researcher agrees that TNA effects on the training effectiveness. ***Conclusions:*** For making the training programs more effective the training need analysis should be conducted more efficiently. Through this study we can see that the private manufacturing firm of Chattogram are becoming more serious about conducting TNA before organizing any training program which results the effectiveness of training.
Keywords: Training Need Assessment, TNA, Training Effectiveness, Human resource management.

INTRODUCTION

A top leading industry demands skilled, professional, and dedicated employees. Undoubtedly Training is the best way of making employees of an organization more professional, skilled and dedicated (Hissey, 2000; Nickson, *et al*., 2003). For identifying the employees who need training, an organization conduct Training Needs Analysis (TNA) (Kilic, *et al*., 2014; Pfau, 2017). In an organization there are different sections and in every single section there are different employees in different posts. But every employee doesn't need to be trained at a time, so for identifying which employee need to be trained, organizations conduct TNA (Garavaglia, 1993; Robinson & Robinson, 1995).Training Needs Analysis refers to the analysis which is conducted for collecting data to identify employees training need within the organization. (Moore & Dutton, 1978; Bee, 1994). This

survey is conducted to examine the impact of Training Need Analysis on the effectiveness of training and also its impact on the working improvement of the employees on the industrial sector of Chittagong, Bangladesh by targeting some private organizations and their employees. This research is conducted on the different top leading private industries of Chittagong city, Bangladesh. The researcher targeted employees of some selected organizations and got response from employees which include HR professionals, Top level employees and General level employees. For collecting the data the researcher used a set of questionnaire. The set of questionnaire turned into unique for both groups. Actually, TNA is performed for identifying modern lacking of competencies, overall performance and attitudes of personnel of the employer. By Training Needs Analysis after knowing current strength and weak point of each employee, the HR manager can decide what sort of schooling should be provided to the

worker and how training can improve the performance of the employee in the company.

Background of the study
"TNA is the systematic study of problem or innovation, incorporating data and opinions from varied sources in order to make effective decisions or recommendations about what should happen next" (Rossett,1987).Transfer of training or training effectiveness is of main focus for training researchers and practitioners. There is a rising concern over the transfer problem in spite of researches (Baldwin&Ford, 1988). Training should be considered as an investment not as a cost (Malone, 1975). Earlier this century, Industries used to consider training as an extra cost but now the scenario is different. In today's competitive world industries are emphasizing on employees training for boosting working performance. The reason behind this is to increase their revenue by increasing average productivity of the products (Malerba, 1992). Because of having immense significance of training in an organization, it should be conducted in a right way. If an organization failed to conduct an effective training then it will be considered as a cost not as an investment (Finegold & Soskice,1988).That's why, before designing a training program the HR manager should identify the gap between employee's desired skills and current skills (Brown, 2002). For identifying the gap conducting training needs assessment (TNA) is the best way (Iqbal & Khan, 2011). Because, after conducting TNA the HR manager will get some evident policy as to which dexterity shortages of employees must be addressed and how a training program should be designed.

An organization follow some steps for Human Resource Development (HRD), the first step is conducting TNA, secondly designing the training program, thirdly implementation of training program, finally evaluation of training program. TNA must proceed before any type of training intervention (Wright and Geroy, 1992). For planning, initializing, helping and evaluating an effective training program a TNA process is a important. Rendering a TNA requires in depth exploratory research on all three levels: managerial, operational and general. This research effort is focusing on if training needs assessment (TNA) actually has importance to training's effectiveness and success. This paper also offers future research for conducting TNA effectiveness in a larger scale before designing training program for employees in the industries of Bangladesh.

Meaning of training
Dale S. Beach (1985) defines training as "The organized procedure by which people learn knowledge and/or skill for a definite purpose". Training is transferring skills or growing in oneself that may be a new talent that narrates precise practical competencies. Training may improve one's functionality, aptitude,

usefulness and in general performance (Read& Kleiner, 1996). In addition to the basic training required for a swap, vocation or occupation, training may also conserve primary capability to hold, improve and modernize competencies at some point of running lifestyles. Few professionals may also bestow with this type of learning as professional growth. Training also refers to the development of physical fitness associated with a scrupulous capability, jointly with game, martial arts, army applications and some other occupations (Spencer, 2009).

Meaning of Training Need Analysis (TNA) and Training Effectiveness
Training Need Analysis (TNA) is a technique to determine the gap between training and education demands of employees. The evaluation of wishes is the basic school degree in the approach and comprises a number of procedures which indicate if education would assist solve recognized problems. Training may be characterized as "learning of skills, concepts or attitudes that result in progress in the process environment as a whole" (Tannenbaum & Yukl, 1992). The evaluation of training desires appears on all aspects of the operational field of work, in order to identify efficiently the standards and positions of the human parts of the machine and to address suitable training. As a continuing procedure of developing data to settle on what training needs exist so that training can be developed TNA help the organization to achieve its goals. (Ferreira, 2016). Lots of research conducted on the training and it is revealed that training cannot exclusively thrill all performances if the gaps are not identified perfectly. So for identifying gaps between present and expected performance TNA must be conducted. Performance gap because of lack of knowledge and important skills can be fulfilled by training. TNA delivers substantial information and helps to design the training program in the right way an organization must conduct training need analysis before designing any training program for the development of employees (Caffarella, 2002).

Training need analysis facilitate an organization in determining set of knowledge, skills and attitude and assists in forming bottom line targets for the training at these levels of the employees (Lowell,2004).

Lowell also said that, for conducting or designing any sort of effective training program, examining what the training needs is a very important requirement for an organization.

Simply training personnel may not meet priority requirements or can occasionally meet other non-existent requirements. TNA enables the company in the areas where these resources will help the most to workers' growth, such greater knowledge, more skills, and a positive attitude. By increasing both employee

performance and organizational performance, TNA leads to more confidence in success.

A Training need assessment can be a difficult, time and cost consuming process (Barbazette, 2006).

Some assumptions are made that a needs assessment is not necessary because of having information which already specifies what the needs are. Lack of support is also responsible for not conducting training needs assessment.

Table-1: The Procedures of TNA

Step	Issue	Contents
1	The origin of needs (problems)	Trainers should identify essential elements of the formation of a disciplined organizational problem and methodically strive to originate a problem.
2	Specific objects with needs	When a training need is established, the next task is to identify the causes of the problem. Then, Training modules can be applied to particular employees having inadequate ability.
3	Confirming the content of needs	Training goals, purposes, and needs should be clarified then and training modules are taken.
4	Solutions	The structure and modules of training are then developed as per requirements. The design of training content should fully connect with the problem.
5	Effectiveness evaluations	A training practitioner can estimate the post-training effect then including training course and contrast it with the real consequence following training. In addition, training expenses can be estimated and included in the stage of training planning according to Phillips' ROI of training, and a variety of post-training benefits and money can also be predictable to calculate the expected ROI for decision-makers to easily judge if a training program should be supported.

Source: (Chang, Chiang & Kun-yi, 2012)

Variables of training success associated to post-training attitudes included self-efficacy, experience, mastery orientation for post-training, principles of education and post-training interventions. In all, 10 factors were identified to impact training results consistently (Alvarez, *et al*.,2004).

A number of researchers have identified daily investment in staff training and development programs by businesses all around the world, including the Bangladeshi industry, which is high. In the United States, training and development spending in employees growing annually by 14%, says a research in Training magazine Industry. Training and development is a vital instrument to improve and retain employees, and not just improves knowledge and skills. The measured results of prior training functions as important indications during the preparation of future workshops. Organizations should guarantee that workers may have a positive influence on the training and development program by increasing productivity and developing overall skills. Some techniques to measure training efficiency are possible, for example.

Questions for after training, One-to-one talks, Surveys by staff, Case studies of participant. Organizations gather more data so that the return on investment in training can be more easily quantified. The company should establish what elements to be measured and how these data are to be gathered prior to the training program. A well-known methodology for assessing training efficiency is the Kirkpatrick Evaluation Model (Farjad, 2012).

In the 1950's Donald Kirkpatrick, a Professor from the University of Wisconsin created an assessment model to assess the success of the course. This paradigm is called the Evaluation Model of Kirkpatrick. This 4-Level approach comprises - a) Reaction b) Learning c) Behavior d) Results

METHODOLOGY OF THE STUDY

For conducting the whole research work and achieve the objectives, both primary and secondary data has been used by the researcher. The secondary data and information have been collected from various sources like business newspapers, journals, magazines, different publications, company websites etc. On the other hand Primary data has been collected through structured questionnaire from the employees of different levels from some selected industries of Chittagong, Bangladesh.

The researcher targeted 250 employees of some selected organizations and got response from 196 employees which include 60 HR related Management level employees (n_1=60) and 136 General level employees (n_2=136). The researcher collected data through structured questionnaire that was developed after a pilot survey with employees of some well-known and high profiled private industries or organizations of Chittagong city. They were explained about the point of the study and asked for filling up the questionnaire with genuine responses Data have been recorded, tabulated and summarized. Then simple statistical analysis has used to describe the data.

Analysis

According to findings the training needs are identified through a formal performance mechanism in the selected industries. In the selected industries the management ($n_1=60$) not only believe (80%) that Training Can increase employees skills, abilities and knowledge but also find Training effective (73.3%) if the Management conduct proper Training Need Analysis (TNA). The study found that when Management Identify TNA through formal mechanism (60%) and approve a fair training program (73.3%), they can ensure that employees are getting the necessary training what they intended to transfer (56.7%). On the other hand, the survey shows poor responses (33.3%) on taking employee inputs identifying TNA by Management that have to be properly addressed (Table 2).

The 61.8% of responded general employees ($n_2=136$) of the selected organizations are highly satisfied while 38.2% of the same are satisfied, at the same time General level employees response reveals that their management is concerned regarding TNA (64.7%) and that help them to identify skill gap properly before training (72.1%). And most of the employees (52.9%) agreed that the training programs relevant with the organizational and personal goals so we can say that the training programs are conducting through a structured way. Most of the respondent's general level employees (76.5%) strongly agreed that the context of the training programs relevant with the need. That indicates the training programs are conducting after doing TNA and TNA effects on the training effectiveness. 72.1% of the general level respondent employees of the selected organizations strongly agreed that they find it beneficial after getting training for some specific task. It indicates that conducting TNA effects on the effectiveness of training for specific task (Table 3).

Table-2: Response Summary of HR Related Management Level Employees ($n_1=60$)

	Questionnaire	Strongly Agree (%)	Agree (%)	Indifferent (%)	Disagree	Strongly Disagree
1	Management Identify TNA through a formal mechanism	60.0	40.0	0.0	0	0
2	Management Seek input from employees to identify TNA	33.3	53.3	13.3	-	-
3	Management Value and support Training	63.3	36.7	0.0	-	-
4	Management Make sure employees receive the training they need	56.7	33.3	10.0	-	-
5	Management Approve the Training Program Fairly	73.3	26.7	0.0	-	-
6	Management provide pre-training information to the participants	0.0	60.0	40.0	-	-
7	Management evaluate the training program properly	70.0	30.0	0.0	-	-
8	Management believe that Training can increase skills, abilities and knowledge of the employees	80.0	20.0	0.0	-	-
9	Management find Training effective as they conduct TNA	73.3	26.7	0.0	-	-

Table-3: Response Summary of General Level Employees ($n_2=136$)

	Questionnaire	Strongly Agree (%)	Agree (%)	Indifferent (%)	Disagree	Strongly Disagree
1	Employees are satisfied with current training Programs	61.8	38.2	0.0	-	-
2	Employees found Training relevant with Organizational and Personal goal	30.9	52.9	16.2	-	-
3	Employees have relevant context of the training program	76.5	23.5	0.0	-	-
4	Employee find training beneficial during actual task	72.1	27.9	0.0	-	-
5	Employee know the High Management concern regarding TNA and Training Effectiveness	64.7	35.3	0.0	-	-
6	Employees skill shortages are properly identified before training	72.1	22.1	5.9	-	-
7	Employee find that TNA is important for Training Effectiveness	76.5	23.5	0.0	-	-

If we can see through the response rate then we can easily conclude that the effectiveness of training depends on training need analysis. At last, after the analysis of the response rate of the both top and general level employees the researcher agrees that TNA effects on the training effectiveness. Average Strongly Agree Managerial Level Employee is found 56.6% and General Level employees 64.9% respectively. So, it's evident that general level employee's Reaction, Learning, Behavior and Results are showing a positive impact of TNA on Training effectiveness in the true facts which reestablish the impact of TNA.

CONCLUSION

Training is obvious in today's fast and dynamic environment. Intended and methodical training should be made obligatory in all type of firm in Chattogram. Training changes behavior, approach at any age and assists in growing the organizational activities. The organization should give confidence and amenities during training and also off the job training. By arranging training; employers support the skill development of their employees. If the training is superior then the human resources will contribute their maximum for the achieving the firms objectives. Most importantly for making the training programs more effective the training need analysis should be conducted more efficiently. Through this study we can see that the private industries of Chattogram are attractive more sincere about conducting TNA before organizing any training program which results the effectiveness of training.

Further Study

This paper focuses responses Managerial and General Level employees. Rather there exist versatile skill requirements in a growing economy like Bangladesh where new technologies, intelligences are going to be used widely in the coming years. But there exist very few training facilities and supports of new technologies. Future researcher need to come forward to develop proper tools and techniques for TNA for conducting Training effectiveness in a larger scale for designing training program for employees in the industries of Bangladesh.

REFERENCES

- Alvarez, K., Salas, E., & Garofano, C. M. (2004). An integrated model of training evaluation and effectiveness. Human resource development Review, 3(4), 385-416.
- Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. Personnel psychology, 41(1), 63-105.
- Barbazette, J. (2006). Training needs assessment: Methods, tools, and techniques. John Wiley & Sons.
- Beach, Dale S. , 1985 , Personal Management of People at Work , Macmillan Publishers , London , UK , pp. 35 .
- Bee, R. (1994). Training Needs Analysis & Evaluation. Universities Press.
- Brown, J. (2002). Training needs assessment: A must for developing an effective training program. Public personnel management, 31(4), 569-578.
- Caffarella, R. S. 2002. Planning Programs for Adult Learners: A Practical Guide for Educators, Trainers and Staff Developers. 2nd ed. Malabar, FL: Krieger.
- Chang, J. C., Chiang, T. C., & Kun-yi, C. (2012). The systematic construction and influential factors of training needs assessment. International Journal of Business and Social Science, 3(24), 31-41.
- Farjad, S. (2012). The Evaluation Effectiveness of training courses in University by Kirkpatrick Model (case study: Islamshahr university). Procedia-Social and Behavioral Sciences, 46, 2837-2841.
- Ferreira, A. P. V. G. (2016). Training and development in organizations: Start at the Beginning. In MBA (pp. 105-121). Springer, Cham.
- Finegold, D., & Soskice, D. (1988). The failure of training in Britain: analysis and prescription. Oxford review of economic policy, 4(3), 21-53.
- Garavaglia, P. L. (1993). How to ensure transfer of training. Training & Development, 47(10), 63-69.
- Hissey, T. W. (2000). Education and careers 2000. Enhanced skills for engineers. Proceedings of the IEEE, 88(8), 1367-1370.
- Iqbal, M. Z., & Khan, R. A. (2011). The growing concept and uses of training needs assessment. Journal of European Industrial Training.
- Kilic, B., Phillimore, P., Islek, D., Oztoprak, D., Korkmaz, E., Abu-Rmeileh, N., ... & Unal, B. (2014). Research capacity and training needs for non-communicable diseases in the public health arena in Turkey. BMC health services research, 14(1), 1-17.
- Lowell, W. R. (2004). Reliability performance enhancement: Doing the right training right. Retrieved March 16, 2011, from http://www.mtnline.com/articles/06- 00log.cfm
- Malerba, F. (1992). Learning by firms and incremental technical change. The economic journal, 102(413), 845-859.
- Malone, E. C. (1975). A study of investment in human capital: The Fort Bliss General Educational Development Program. The University of Texas at El Paso.
- Moore, M. L., & Dutton, P. (1978). Training needs analysis: Review and critique. Academy of Management Review, 3(3), 532-545.

- Nickson, D., Warhurst, C., Cullen, A. M., & Watt, A. (2003). Bringing in the excluded? Aesthetic labour, skills and training in the'new'economy. *Journal of Education and Work, 16*(2), 185-203.
- Pfau, R. (2017). How to identify the training needs of employees.
- Read, C. W., & Kleiner, B. H. (1996). Which training methods are effective?. *Management Development Review.*
- Robinson, D. G., & Robinson, J. C. (1995). Performance consulting: Moving beyond training. Berrett-Koehler Publishers.
- Rossett, A. (1987). Training needs assessment. Educational Technology.
- Spencer, D. C. (2009). Habit (us), body techniques and body callusing: ethnography of mixed martial arts. *Body & society, 15*(4), 119-143.
- Tannenbaum, S. I., & Yukl, G. (1992). Training and development in work organizations. *Annual review of psychology, 43*(1), 399-441.
- Wright, P. C., & Geroy, G. D. (1992). Needs analysis theory and the effectiveness of large-scale government- sponsored training programmes: a case study. *Journal of Management Development.*