

## A STUDY OF TRAINING NEEDS ANALYSIS OF EMPLOYEES

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**Abstract**—The effectiveness of training and development programs in the industry has got immense attention from researchers. It's important to analyze problems and synergies of training programs in the industry. Consequently, there is a need to ponder and study the viability and effectiveness of training and development programs in the industry. The possible problems are providing poor services and absence of critical skills. In most of the departments, the alignment of Training is not strategic and exposes most of the employees to training in areas different from their tasks. Thus, this research will highlight the significance of aligning Training programmes with organisational goals and strategies. Human development training programmes have been an integral part in encouraging the employees to be a competent and skilled labour force that is knowledgeable and able to perform assigned tasks based on their training needs. Training needs assessment is the first critical stage in training and development. Training needs come from underdeveloped skills, insufficient knowledge or inappropriate employees' attitudes in their job. Failure to identify the gap between current performance and skills required causes major problems in terms of time, resources, and money, which have been wasted on unnecessary and ineffective training. This study is conducted to address this gap. Therefore, the organization should realize that there are elements for the identification of training need assessment to increase the knowledge, skills, attitude and performance of their employees.

**Keywords:** Training and Development, Training Program, Attitude, Organizational Goal, Skilled Labour.

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### INTRODUCTION

In the era of globalization, no individual can ever lay on his or her procured scholarly intellectual knowledge, skills, competence and attitudes. The same is applicable to any organization. It cannot stay competitive with people who do not have the urge to compete in the competitive market in acquiring new knowledge. The future always belongs to those organizations, as well as those individuals, that have made a dynamic, lifelong commitment to acquire knowledge and develop skills accordingly. Hence, effective Training lead to lifelong learning for future prospects. Training play a distinctive role in the achievement of an organizational goal by consolidating the interests of the organization, the individual, and the workforce. The training are the most significant factor in the competitive world because training increases the effectiveness of both employees and the organization.

The employee performance analysis depends on various factors such as his/her attitude and skills. But the most important factor that helps in analysis of employee performance is through training and development process. Training is very much important to develop the capabilities of employees. The employees who perform better have more on the job experience because there is an increase in both skills & competencies. The impact of return on investment is only through the Training program. In the future, it is training that will act as between employees/employer, between government, between clients, and the organization. The development of individual and teams through training is important for the achievement of long term goals of the organization

### STATEMENT OF THE PROBLEM

The effectiveness of training and development programs in the industry has got immense attention from researchers. It's important to analyze problems and synergies of training programs in the industry. Consequently, there is a need to ponder and study the viability and effectiveness of training and development programs in the industry. The possible problems are providing poor services and absence of critical skills.

In most of the departments, the alignment of Training is not strategic and exposes most of the employees to training in areas different from their tasks. Thus, this research will highlight the significance of aligning Training programmes with organisational goals and strategies.

### **NEED OF THE STUDY**

Human Resource Management is needed by any organization for the reason to be dynamic and growth oriented to succeed in the fast changing environment, which is possible through the efforts, and competencies of their human resources personal policies can keep the morale and motivation of the employees high and the capabilities must be continuously acquired, sharpened and used. When the manager uses the manpower properly then only he can be able to achieve the required objectives.

### **OBJECTIVES OF THE STUDY**

- To find various training programs being conducted in the P.N.R.Fibres industry at Namakkal
- To evaluate and rate employees on the specified skills needed to perform their job individually.
- To prioritize training needs on the basis of respective ratings and ranking given to each specific skill by the employees.
- To find and analyse performance gaps and training needs of employees at various departments and levels in the organisation.
- To analyse and recommend various types of training programs to be conducted in the future.
- To check and ensure that the training programs recommended meet both organisational as well as individual goals.

### **SCOPE OF THE STUDY**

- The growth of the company has revolutionized and has brought in a paradigm shift in human life.
- To fit into the system employees should equip themselves with the latest methodologies and happenings.
- Training program is one aspect which makes the employees get ready for tomorrows requirements.
- Employees should update themselves with the unprecedented changes that take place in the company.

### **LIMITATIONS OF THE STUDY**

- Some of the information given by the respondents may be bias.
- Could not able to collect the information from all the employees of organization because of busy schedule of employees.
- Analysis is done on the assumption that respondents have given correct information through the questionnaires.
- Due to the limitation of the time the research could not be made more detailed.
- A larger sample and adding participants from other organisations could have improved the scope of this study and the transferability of the findings.

### **RESEARCH METHODOLOGY**

Research methodology is a way to systematically solve research problem. Research methodology is understood as a source of the study how to research is done scientifically. The various steps adopted by a researcher in studying the research problem along with the logic.

### **RESEARCH DESIGN**

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

### **SAMPLE DESIGN**

The design for this study is descriptive research design. This design was chosen as it describes accurately the characteristics of a particular system as well as the views held by individuals about the system

## POPULATION

The aggregate elementary units in the survey are referred to as the population. Here it covers the 150 customers P.N.R.Fibres at Namakkal.

## SAMPLING METHOD

Sampling method utilized was convenience sampling was adopted.

## METHOD OF THE DATA COLLECTION

A descriptive research was undertaken to the study of the problem. The study is descriptive in nature. Descriptive research is those which are concerned with describing the characteristics of a particular individual of a group. The descriptive research describes the demographic the characteristic of the respondents and is typical concern with determining frequency with something occurs how the variables vary together.

## SOURCES OF DATA

### Primary Data

It was collected through questionnaire further this data, are processed and tabulated using graphs the tables where analysed and the finding has been drawn accordingly.

### Secondary Data

Secondary data refers to data that is collected by someone other than the primary user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes.

## TOOLS AND TECHNIQUES

- Simple percentage analysis
- Chi square analysis
- Correlation
- ANOVA

## DATA ANALYSIS AND INTERPRETATION

### CHI-SQUARE ANALYSIS

### NULL HYPOTHESIS

Ho – There in no significant relationship between Age of the respondent and Firm provide training benefits to the employees.

### ALTERNATIVE HYPOTHESIS

H<sub>1</sub> –There in a significant relationship between Age of the respondent and Firm provide training benefits to the employees

**Age \* Firm provide training benefits to the employees Crosstabulation**

Count		Firm provide training benefits to the employees					Total
		Software skills	Customer service	Human relations	Communications	Work ethics	
Age	Below 25 years	17	0	0	0	0	17
	26 - 30 years	29	51	0	0	0	80
	30 - 35 years	0	15	17	1	0	33
	Above 35 years	0	0	0	12	8	20

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Total		46	66	17	13	8	150
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**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.498E2 <sup>a</sup>	12	.000
Likelihood Ratio	216.738	12	.000
N of Valid Cases	150		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .91.

**Symmetric Measures**

		Value	Approx. Sig.
Nominal by Nominal	Phi	1.290	.000
	Cramer's V	.745	.000
	Contingency Coefficient	.790	.000
N of Valid Cases		150	

**RESULT**

Since the calculated value is greater than the table value. So we reject the null hypothesis. There is no significance between the Age of the respondent and Firm provide training benefits to the employees.

**CORRELATION**

The table shows that the relationship between Educational Qualification of the respondents and Training is good way to improve employee skills.

<b>Correlations</b>			
		Educational Qualification	Training is good way to improve employee skills
Educational Qualification	Pearson Correlation	1	.884**
	Sig. (2-tailed)		.000
	N	150	150
Training is good way to improve employee skills	Pearson Correlation	.884**	1
	Sig. (2-tailed)	.000	
	N	150	150

**NONPARAMETRIC CORRELATIONS**

<b>Correlations</b>				
			Educational Qualification	Training is good way to improve employee skills
Kendall's tau_b	Educational Qualification	Correlation Coefficient	1.000	.837**
		Sig. (2-tailed)	.	.000
		N	150	150
	Training is good way to improve employee skills	Correlation Coefficient	.837**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

**RESULT**

This is a positive correlation. There are relationships between Educational Qualification of the respondents and Training is good way to improve employee skills.

**ANOVA****NULL HYPOTHESIS**

**H<sub>0</sub>:** There is no significant relationship between Educational Qualification of the respondents and Training program show a greater level of job satisfaction.

**ALTERNATIVE HYPOTHESIS**

**H<sub>1</sub>:** There is a significant relationship between Educational Qualification of the respondents and Training program show a greater level of job satisfaction.

**Descriptives**

Educational Qualification	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly satisfied	44	1.68	.471	.071	1.54	1.83	1	2
Satisfied	59	2.42	.498	.065	2.29	2.55	2	3
Neutral	23	3.13	.344	.072	2.98	3.28	3	4
Dissatisfied	18	4.00	.000	.000	4.00	4.00	4	4
Highly Dissatisfied	6	4.00	.000	.000	4.00	4.00	4	4
Total	150	2.57	.893	.073	2.42	2.71	1	4

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ANOVA					
Educational Qualification	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	92.272	4	23.068	125.932	.000
Within Groups	26.561	145	.183		
Total	118.833	149			

**Educational Qualification**

Training program show a greater level of job satisfaction		N	Subset for alpha = 0.05			
			1	2	3	4
Student-Newman-Keuls <sup>a</sup>	Highly satisfied	44	1.68			
	Satisfied	59		2.42		
	Neutral	23			3.13	
	Dissatisfied	18				4.00
	Highly Dissatisfied	6				4.00
	Sig.		1.000	1.000	1.000	1.000
Hochberg <sup>a</sup>	Highly satisfied	44	1.68			
	Satisfied	59		2.42		
	Neutral	23			3.13	
	Dissatisfied	18				4.00
	Highly Dissatisfied	6				4.00
	Sig.		1.000	1.000	1.000	1.000

## RESULT

From the above analysis, we find that calculated value of the F-value is a positive 125.932 value, so H1 accept. Since the P value 0.000 is less than  $< 0.05$  regarding there is a significant relationship between Educational Qualification of the respondents and Training program show a greater level of job satisfaction

## FINDINGS

1. Majority 58.0% of the respondents are male
2. Majority 53.3% of the respondents are in the age group between 26 - 30 years.
3. Majority 42.7% of the respondents are under graduate qualification.
4. Maximum 36.0% of the respondents are earning above Rs.35,000
5. Maximum 40.0% of the respondents are having less than 1 year of experience.
6. Maximum 40.7% of the respondents are need training in training department

7. Maximum 36.0% of the respondents are strongly agree with training needs on the specific skill
8. Maximum 33.3% of the respondents said motivation achieving organizational requirements.
9. Maximum 37.3% of the respondents are satisfied with skillsets have improved after the training
10. Maximum 37.3% of the respondents are strongly agree with companies need well- developed and appropriate training and development
11. Maximum 35.3% of the respondents are identify observation type of training
12. Maximum 39.3% of the respondents are satisfied with training program show a greater level of job satisfaction
13. Maximum 38.7% of the respondents said training program always improves the employee performance
14. Maximum 44.0% of the respondents said firm provide customer service benefits to the employees
15. Maximum 38.0% of the respondents are agree with specified skills needed to perform their job individually
16. Maximum 38.0% of the respondents are highly satisfied with training is good way to improve employee skills
17. Majority 48.7% of the respondents said trainee satisfaction is the reasons for decided to run training.
18. Maximum 38.0% of the respondents are working in soft skills.
19. Majority 42.0% of the respondents are strongly agree with technical skills.
20. Majority 40.0% of the respondents are agree with career goals comfortably
21. Majority 43.3% of the respondents are strongly agree with competency
22. Maximum 37.3% of the respondents are facing tasks effectively challenges.
23. Majority 40.7% of the respondents are agree with company restructuring.
24. Maximum 38.7% of the respondents are identify skills to lead to these outcomes.

## **SUGGESTIONS**

- The employer should provide sufficient resources for training so as to improve the training programmes provided.
- The employer should improve training programmes so that employees acquire new knowledge during training.
- The companies need a well-developed and appropriate training and development system which has the potential to efficiently identify the specific areas of training for employees.
- The companies should have mandatory and compulsory training programmes for all employees in order to improve and enhance the knowledge and understanding of annual business strategy and objectives.
- Employees ought to be given with effective training with a specific end goal in order to decrease the time spent by managers on supervising employees.
- Employees ought to inspire chance to discuss training needs and it is critical for them to know the training method, training benefits before training program starts.
- It is necessary as the employees get motivated only after they are acquainted with what they would get after undergoing the training program. In the event where comprehensive training program is unfocused, the employees appear to be less concerned.

## **CONCLUSION**

Human development training programmes have been an integral part in encouraging the employees to be a competent and skilled labour force that is knowledgeable and able to perform assigned tasks based on their training needs. Training needs assessment is the first critical stage in training and development. Training needs come from underdeveloped skills, insufficient knowledge or inappropriate employees' attitudes in their job. Failure to identify the gap between current

performance and skills required causes major problems in terms of time, resources, and money, which have been wasted on unnecessary and ineffective training. This study is conducted to address this gap. Therefore, the organization should realize that there are elements for the identification of training need assessment to increase the knowledge, skills, attitude and performance of their employees.

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