



A STUDY ON TRAINING NEED ANALYSIS PROCESS IN IT SECTOR IN HYDERABAD

Dr. Mayuri Chaturvedi* **Zeeshan Firdous****

**Faculty in Management Studies, Department of Humanities and Social Sciences (H&SS), JNTUH College of Engineering, Hyderabad, Telangana.*

***Student pursuing 5th year in Integrated Dual Degree Programme (IDP), B-Tech+MBA with Bachelors in Civil Engineering, Masters in MBA with specialization of Human Resources, JNTUH College of Engineering, Hyderabad, Telangana.*

Abstract

Human resource management regards training and development as a function concerned with organisational activity for the improvement in the job performance of individuals and groups in organisations. The benefits of training are job satisfaction, employee motivation, increased efficiencies in processes, risk management etc. Lack of training may lead to low production, unsafe work environment, ineffective management, increased expenses etc. Training need analysis is the initial step in a cyclical process which contributes to the overall training of staff in an organisation or a professional group. The cycle commences with a systematic consultation to identify the learning needs of the population considered, followed by course planning, delivery and evaluation.

This prerequisite step is considered important in providing organisation with valuable information to help them in designing and implementing strategic training programs that will lead to organisational sustainability. This study is to understand how far an organisation is adopting the recommended practices in TNA process. The data was collected using a questionnaire. The findings showed that organisation do recognise the importance of proper training needs in helping to design an effective annual training plan. The study result also offers practical understanding to human resource and training practitioners on how organisations implement their TNA. Besides that, this study provides knowledge on how TNA should be conducted and the variables that affect its effectiveness. Further, the study result can be used by other organisation to improve their current TNA process to design impactful training program for the organisation sustainability.

Keywords: *Training Need Analysis (TNA), Sustainability, Training, IT Sector.*

Introduction

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concept rules, or changing of attitudes and behaviours to enhance the performance of employees. Training is an activity leading to skilled behaviour. It's not what people want in life, but it knows how to reach it. It's not where people want to go, but it knows how to get there. It's not how high people want to rise, but it knows how to take off. It may not be quite the outcome people were aiming for, but it will be an outcome. It's not the goal people set, but it's what people need to achieve it. Training is knowing about where people stand no matter how good or bad the current situation looks at present, and where they will be after some point of time. Training is about the acquisition of knowledge, skills and abilities (KSA) through professional development.

Objectives

1. To understand the level or status of training in IT sector in Hyderabad.
2. To understand the evaluation methods of a training plan.
3. To identify the gap between current and required levels of knowledge, skills and attitude of the employees.
4. To identify the areas which are most beneficial for professional development of employee.
5. To measure the effectiveness of Training Needs Analysis process in IT sector in Hyderabad.
6. To suggest improvements in training and development methods in IT sector in Hyderabad.



Literature Review

The Importance of Training Needs Analysis

Systematic approach means the training process has at least four phases. These phases begin with needs analysis, designing of the training and relevant training solution, delivering and evaluating on the training programme effectiveness whether the objectives have been achieved. These steps are popularly known as the “training cycle” and many training researchers agree these steps are necessary to ensure training effectiveness (Daniels, 2003; Leat and Lovell, 1997; Wilson and Bowman, 2008; Lorento and Gomez, 2004; and, Reed and Vokala, 2006). The four phases in the “training cycle” are: 1. Evaluate Training, 2. Identify Training Needs, 3. Plan, 4. Implement Training (Balderson, 1999). Among the phases in the training cycle, the identification of training needs or training need analysis (TNA) can be considered the most important phase in ensuring the effectiveness of the overall training process. The well-known theorists emphasized on the training and argue that TNA must come first before any other training intervention (Wright and Geroy, 1992; Anderson, 1999). This opinion also shared by Elbadri (2001), which stated that as the first stage in the training cycle and strongly believed that TNA should minimize error possibly made in the training programs. (Jointly phases in the training cycle are identification of training needs or training need analysis (TNA) that can be taken the significant phase and to be ensured the effectiveness of overall training process. In this phase various training theorists’ statements which are based on the emphasized are placed.

The Concept of Training Needs Analysis

Reed and Vokala (2006), defines the term training needs analysis as a process of gathering, assessing and analyzing data to determine the training needs for an organization. A more detailed meaning of TNA explained by Chiu, Thompson, Mak, and Lo (1997, pg 87) as “an ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objective”. Training need analysis is conducted to determine whether the resources required are available or not. It helps to plan the budget of the company, areas where training is required, and also highlights the occasions where training might not be appropriate but requires alternate action. Chiu, et al (1999) insist that performance’ problems concerned with lack of knowledge and important skills can only be solved by training. (Goldstoin, 2014) Training can solve employees performance problem only if the problem are due to the employee lack of knowledge and skills as emphasized by Chiu, et al (1999).

Training Needs Analysis Model

Leigh, Watkins, Plat and Kaufmann (2000) reviewed various NA models and differentiated on the outcomes addressed to societal, organizational and individual as well as small group efforts, activities, and resources. Suitable models are those that link the training needs to what organizations use, do, produce and deliver which serve its purpose.

Nelson, Whitener and Philcox (1995) focuses on process and inputs at the organizational small group and individual levels. Moreover, Kaubman’s (1998) organizational elements model addresses linkage between societal, organizational, small group and individual results as well as organizational resources and activities. The strength of this framework from a strategic perspective is the multi level systems perspective.

Levels of TNA

McGehe and Thayer (1961) introduced the tripartite level of the TNA model.

Organisational level: Training need analysis at organisational level focuses on strategic planning, business needs and goals. It starts with the assessment of internal environment of the organisation such as, procedures, structures, policies, strengths, and weakness and external environment such as opportunities and threats. After doing the SWOT analysis, weaknesses can be dealt with the training interventions, while strengths can further be strengthened with continued training. Identifying the areas where training is required can reduce threats. And, opportunities can be exploited by balancing it against costs.

Individual level: Training need analysis at individual level focuses on each and every individual in the organisation. At this level the organisation checks whether the individual is performing at desired level or the performance is below expectation. If the difference between the actual performance and the expected performance comes out to be positive, then certainly there is a need of training.



Operational level: Training need analysis at operational level focuses on the work that is being assigned to the employees. The job analyst gathers the information on whether the job is clearly understood by the employee or not. He gathers this information through technical interview, observation, psychological test, questionnaires asking closed ended as well as open ended questions, etc.

Today jobs are dynamic and keep changing over the time. Employees need to prepare for these changes. The job analyst also gathers information on the tasks needed to be done plus the tasks that will be required in future.

Methodology

Methodology: The study is based on the primary data collected through sample of female and male IT employees. Questionnaire has been constructed to understand the contribution of various components towards Training Need Analysis in IT sector. The data has been collected through online survey along with demographic details of employees.

Area of Study: The area of this study is training need analysis in the IT sector. All the employees under study belong to IT sector in Hyderabad.

Population: The population of the study consists of all the employees of IT sector in Hyderabad. The categories of the employees are spread across all levels of management viz top; middle and lower management of employees in the sector.

Samples and Sampling Techniques: Employees were contacted for filling of questionnaire. However, 60 employees out of 150 responded by completing the questionnaire. The number of respondents varied from company to company.

Administration of the questionnaire: The questionnaire was sent by email and Whatsapp contacts in the form of google forms. Completed questionnaire were sent back through email and responses were updated in Google forms. Follow-up enquiries were made to enhance timely response by the employees.

Survey Method: An online survey is a questionnaire that the target group can complete over the Internet. Online surveys are usually created as Google forms with a database to store the answers and statistical software to provide analytics.

For the past few years, the Internet has been used in conducting all sorts of studies all over the world. Whether it is market or scientific research, the online survey has been a faster way of collecting data from the respondents as compared to other survey methods such as paper-and-pencil method and personal interviews. Quantitative research data primarily involves statistical analysis involving the process of data editing, coding and entering before the data being analysed (Zikmund, 2000). As for this study, data collected were analysed using the Statistical Package for Social Sciences (SPSS) version 16.0.

Results

Respondent's profile

Hyderabad is a hub of IT industry in south India. Since Hyderabad represents the good section of respondents belonging to different software companies, the respondents residing in Hyderabad were taken for the study. In this study, the responses were collected online to overcome the difficulty involved in reaching the non-local respondents. The study was made on employees of IT sector organisations. The employees from different organisations like Accenture, TCS, HP, Infosys, Cognizant, HCL, Wipro, Tech Mahindra and Mphasis were approached. Finally most of the responses were from five companies - Infosys Ltd., Tata Consultancy Services Ltd., HCL Technologies Ltd., Mphasis Ltd., Tech Mahindra Ltd. Designations of employees were Associate Engineer, Business Technology Analyst, Software Developer, Network Engineer, Technical Supporter, IT Associate Consultant.



Descriptive Statistics

Factors	N	Minimum	Maximum	Mean	Std.
Motivation	60	1.0	5.0	3.617	1.3666
TNA process rating	60	1.0	5.0	3.767	.6979
Understanding roles	60	1.0	3.0	1.283	.6911
Lack of flexibility	60	1.0	5.0	2.567	1.1984
Group activities	60	1.0	3.0	1.633	.6097
Time management	60	1.0	5.0	3.817	1.2953
Project management	60	1.0	5.0	3.800	1.3629
Emergency planning	60	1.0	5.0	3.783	1.3912
Career development	60	1.0	5.0	3.667	1.2711
Lack of support	60	1.0	5.0	2.917	1.2391

Statistical Analysis

Factors	Pearson Chi Square Value
Gender v/s Motivation	0.054
Age v/s Effectiveness of TNA process	0.002
Experience v/s Self learning	0.700

Table 2.0 Statistical Analysis

	Pearson Correlation
Gender v/s Career Development	-0.044
Age group v/s Confidence	0.248

Table 3.0 Pearson Correlation Analysis

Hypotheses

(H1)	Hypothesis:- Gender has positive influence on the motivation of the employees in the future training context.	Accepted
(H2)	Hypothesis:- Age of employees has a significant effect on the effectiveness Training Need Analysis process.	Accepted
(H3)	Hypothesis:- Experience of the employees in current position has a significant effect on the self teaching process.	Rejected
(H4)	Hypothesis:- Gender has a significant effect on the career development of employees.	Rejected
(H5)	Hypothesis:- Age of the employees will positively influence the confidence of the employees on the existing TNA process.	Accepted

Table 4.0 Summary of Hypotheses Testing

Discussion

This study is majorly conducted to understand the effectiveness of training need analysis process in IT sector in Hyderabad and also to study and identify the employee professional development needs.

Major findings of the study are:

65% of the employees considered under study work in the organisations in which there exists a process for identifying future training and professional development needs. 32% of the employees get their training and professional developmental needs assessed by themselves, 30% by Human Resources Department and 19% by 360° feedback. 60% of the employees get their training needs reviewed for every 6 months. 68% of the employees are confident in most regards that the existing process in their organisation will meet their future training and professional developmental needs. 70% of the employees feel that the process used to identify your training and professional development needs is effective in most regards.



40% of the employees do not need any supervision or management to do their job. Length of training prevents 33.3% employees under study from meeting or achieving their training or professional developmental needs. 78.3% of employees have experienced their development in past three years through self teaching and following manuals, 78% from On the Job Training, 55% from seminars and 43% from group activities. 56% of the employees did not prefer Off the Job Training for their professional development. 27% of the employees cannot meet their training and professional developmental needs as training is not available to them, 25% due to lack of flexibility in training and 28% due to cost factor. In the context of future training, motivation, dealing with stress and project management is the most beneficial areas chosen by most of the employees for their wider professional development. It is found from the study that periodical training in yearly basis leads to effectiveness towards the growth of the organization. The major findings on the methods of training reveals that on the job training method is most preferred and effective when compared to off-the job training. Gender has a significant effect on the motivation of the employees in the future training context. Age of employees has a significant effect on the effectiveness of Training Need Analysis process. Experience of the employees in current position has no significant effect on the self teaching process. Correlation between gender and career development is very weak. Correlation between age of the employees and confidence of the employees is high.

Scope For Further Research

This study has focussed on the general topic of Training Need Analysis in IT sector in Hyderabad. There is a vast research focused on training and professional development of employees. Here, a very limited study has been focussed on the Training Need Analysis process and its effectiveness in the organisations. The focus of this study is also to find out the factors that prevent the employees from meeting their training and professional development needs. Further research can be carried out to focus on the methods to improve Training Need Analysis process in the organisations. The research is done by collecting data only in five companies of IT sector in Hyderabad. So, researchers can extend this study to more companies in a large area.

Conclusion

Training is the backbone of all the organisations. Training is one of the sub-processes of the industry. The appropriate training method provides results considerably. Though India has developed into a force to reckon within the fields of science and technology, industrial development, education, information technology and communication the same level of achievement cannot be claimed in the execution level. Though our country has reached commendable level of advancement in the field of manufacturing and technology level, among other things, the fruits of development in the field of training have not been felt by the entrepreneurs, the remedy lies in educating the entrepreneurs on needs and importance of trainings. Today, organizations are faced with fierce competition, scarce resources and rapid technological changes. This has meant that organizations ought to be managed in such a way that not only is their immediate survival guaranteed but also their long- term future development is ensured. Training plays an important role in the realization of these goals. Evaluation can add value to the training itself. So the organizations should make attempts to rectify the gaps that have crept into needs assessment and evaluation of training, so that training can become a powerful intervention to improve employee performance and subsequently impact organizational performance. This paper concludes that the process used for identifying training and professional developmental needs in the companies chosen is effective in most regards.

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