

Assessing Training Need Identification and Analysis in Tata Johnsons Control Automotive Limited

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Abstract

As Human Resources Management (HRM) is a management feature that helps managers recruit, pick, train and cultivate members for an organisation. Obviously, HRM is concerned with the human nature of organisations. Employees are the greatest asset which assists in achieving business objectives.

In this research work, researcher focuses on Training need identification and analysis in Tata Johnsons Control Automotive Limited, Pune based company.

The sample size for this study is 50 workers selected on convenient basis, using non-probability sampling method. The specific objectives include to understand the process of TNIA. To know the training effectiveness is determine in the TNIA process. Identify the area of improvement. Identify the impact of TNI & A on organisations performance.

The finding of the study not only helps Tata Johnsons control Automotive Limited but such related organisations operate with other companies as well.

Key words: *Training need, Training Need Identification and Analysis (TNIA), Organizations objective, Work place behaviour, Effective and efficient employees, Versatility, Adaptability, Work environment.*

INTRODUCTION:

Each organisation needs well trained and skilled people to carry out the work that needs to be done. If the current or potential occupant of a job can meet this requirement, training is not necessary. However, if this is not the case, it is important to increase the level of competence and increase the flexibility and adaptability of employees. As occupations become more nuanced, the value of employee training is also growing. In a rapidly evolving world, workforce preparation is not only an activity that is beneficial, but also an activity that a company must contribute to. It's about ensuring a healthy and competent workforce.

Human Resources Management needs strategic planning and a greater emphasis on employee development and long-term education. Training is also an important human resource management tool for managing productivity as it helps inspire employees, achieve their professional and personal goals, increase the level of job satisfaction, etc. As a result, training is provided on the learning of a variety of skills and involves a wide range of courses.

The identification of training needs is a crucial prerequisite for the implementation of successful training. The aim of the training needs review is to assess if there is a difference between what is needed for successful learning and the current level of performance.

Training requires identification is carried out to determine whether or not the necessary services are available. It helps to prepare the company's budget, places where training is

needed, and also highlights opportunities where training may not be necessary but needs alternative action.

OBJECTIVES

There are different objectives for which the study has been completed. They are as follows:

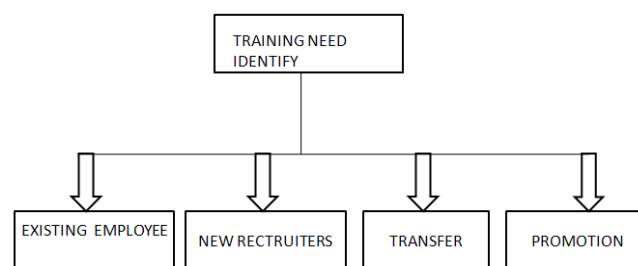
- ✓ To understand the process of Training Need identification and Analysis.
- ✓ To know that how the training effectiveness is determine in the TNIA process.
- ✓ To identify the area for improvement of the process.
- ✓ To analyze the impact of Training Need identification and analysis process on company performance.
- ✓ To propose recommendations for enhancing employee development of skill, knowledge and attitude to improve business performance.

CONCEPTUAL FRAMEWORK AND THEORETIACL BACKGROUND

☞ Training Need Identification and Analysis Process

TRAINING PROCEDURE AT TATA JOHNSON CONTROL:

Training procedure at TATA JOHNSON CONTROL is as follows:



This is a diagrammatical representation of area where the training need is identified.

Training need is identified for existing employee, new recruiters, and transfer and promotion cases.

Training need is assessed according to the priority of the training need identified, Additional responsibilities are given to an individual or to increase the current level of experience, change in technologies etc.

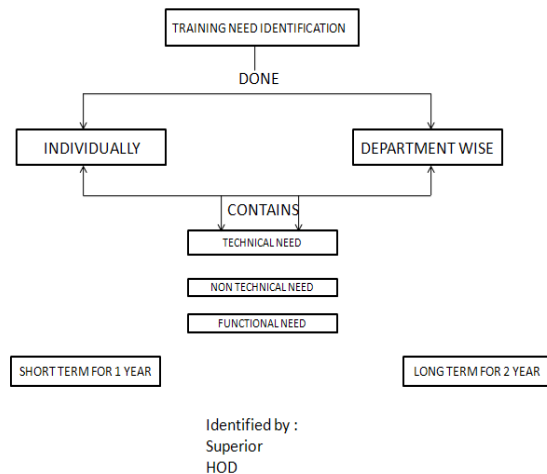
Transfers can be done from department to department, location to location. Every transfer or a promotion is responsible for training need analysis.

Training need identification is done individually or department wise. It contains technical/functional needs and non-technical needs both for short term and long term.

Short-term goals are those that could be accomplished within one year, and long-term goals are those that could be accomplished within 2 years of the training needs review.

Training needs are identified by immediate superior or the head of the department.

The below diagram represent the actual process of need identification of training:



For new recruits:

Job compliance specification sheet and training need form are submitted to HOD after a period of one month which gives the senior to identify his/her training needs.

For new recruitments individual is allowed to take up a detailed discussion with the senior and head of the department to finalize on the need.

However for existing employee, training need is identified through performance appraisal analysis, goal setting and individual development forms.

For internal transfer as well as external transfers which take place either department to department or location to location.

For trainee a fixed training program is followed where in pre-determined training needs are already specified.

Training need of every individual with new recruiters, existing employee, transfer and promotion cases is done.

With the short term and long term goals stated in the training need assessment form a list of individuals eligible for participating in the program is done.

This list is forwarded to respective HOD'S and a confirmation regarding actual employee participating in the program is taken. On the basis of total eligible candidates and the number of candidates and importance of training, **Training Matrix** is prepared.

☞ TRAINING MATRIX PREPARATION :

A **TRAINING MATRIX** is prepared for the entire program identified for training and every individual identified for training.

☞ TRAINING CALANDER PREPARATION :

Training need assessment list and list of eligible candidates is scrutinized. Filtration of program is done on basis of this list evaluation.

Target setting for training program is done week and month wise. Select **IMPORTANT** program on basis of eligible candidates, number of candidates, need for the training program.

Every program is prepared 'n' number of times during one training schedule

Coordinate with trainer and employee.

Pre-Training involves the preparation of the training plan, which contains comprehensive details on the curriculum, such as the details given by the teacher, the training subject, the

degree of the subject and the nature of the training programme and the qualified candidates from the respective department.

- **Training program execution.**
- **Training program feedback:**

Feedback forms collected are basically of two types:

Immediate feedback form is filled in immediately after the completion of the training program. However the participant giving feedbacks are kept anonymous. This helps to register only the effectiveness or usefulness of the program however individual assessment of the learning is done with evaluation sheet.

☞ **Off the job training:**

Training Evaluation Sheet contains information about the training program that includes: - program objectives, organization of the program, pace of the program, time and length of the program, features of the program, **rating** the training program and the individual session faculty, facilities provided during program, venue of the program, program content, about the qualities and attributes of the trainer and the total program execution was beneficial to the participants or not.

Open ended questionnaire consists mainly to assess which of the following program executed the participants liked it the most, list of the program wherein the skills, concepts, subjects, topics, points, were not up to the expectations.

However even particle applicability of the training program which the participants thinks would be useful for him is requested to note down.

And any suggestion regarding the overall program is also expected to be list down.

Another feedback form consists of **Training Reinforcement Form**, filled in within seven days from the day of attending the training. The form helps to analyse the application of the training content onto the job which could be submitted along with employee's remark about how did training program helped him to increase his efficiency at work.

Also it contains HOD's remark about how the learner did apply the training given and verification of employee's statement.

Feedback question mainly evaluates following points as to give employees comment as well as HOD'S comments.

Brief content of the training/major learning

Linkage of training to KPA/strategic objectives.

Implementation of learner's skill on job

Factors which were a major hindrance for implementation of learning

Even the time period which is required implementing the learning on the actual job is considered.

Any retraining required to the participant.

Any other guidance or more external help is required for implementation of learning.

On following issues employees can comment descriptively according to individual perception also Head of every respective department comments and either agree or disagree with said comment and provide with recommendations where ever required.

☞ **On the job training:**

Evaluation form till T2 level consists of functional, behavioural, general criteria based on

which evaluation is done quarterly. Weightage is given for every criteria and an acceptance level is specified for the same out of 100.

Functional criteria consists of quality of work done, quantity of work done, achievement of targets on time, cost effectiveness and the team work displayed.

Personal criteria include communication, sense of responsibility, initiative taken by the employee, disciplined behaviour and general behaviour of the employee is assessed.

General criteria include the attendance record and the punctuality of the individual. Remarks are given for completion of probation period and recommendation for conformation.

JOB ROTATION is the effective method of on job training used.

Training status is specified for every individual against all the training topics or products for which training is given.

Thus ON JOB TRAINING helps to quantifiable measure of actual application of the learning on the job. Quality of work done along with the quantity is measured also other characteristics like discipline, responsibility, communication required to perform the job better are measured.

✓ **Training effectiveness form**

Off the job training:

Effectiveness of a training program is done of every participant of the training program after 6 months of execution of training program.

A brief content of the training course is already given in the effectiveness form and level of the employee prior to training and level of the employee after attending the training program is rated.

The participant of the training program is observed for six months on the job after undergoing the training and observations are made based on the following criteria:

- ✓ Has the employee acquired skills through training to perform his/her job
- ✓ Is the employee able to implement the program learning?
- ✓ Has the performance of the employee improved?
- ✓ Is there any re training required if performance is not satisfactory

However department head is also made to mark the training to business results such as improvement of EBIT, productivity, quality, customer satisfaction, cost reduction or any other business results.

On the job training:

For measuring training effectiveness of an on job trainee a TRAINING EFFECTIVENESS FORM is given to individual in which description of skill given, total duration of course, employee specification, trainer assigned, training starting date along with training effectiveness evaluation date for each quarter. Two quarter sessions of three months each are considered.

Effectiveness form consists of:-

- ✓ Contents of the training course given
- ✓ After training evaluation rating scale is 1-5
- ✓ Rating of the individual for the first and the second quarter period
- ✓ Approval by trainee, trainer and the departmental head.

Person identified above in the training effectiveness form is approved that he has undergone training skill mentioned above and was observed well on job performance quarterly and has acquired the skill required to perform the job.

Subjective questionnaire consists of open ended question based on knowledge i.e. how much the trainer has grasped the training topic and the training content

Skills acquired during the training which were not present initially.

Individual perception or Attitude of individual towards the training program given. Marking scheme for all the questions with a specific acceptance level .i.e. one third of the total marks.

Training effectiveness evaluation is done on every day of on job training that contains:-

- ✓ Training date and the job expectations for each day
- ✓ Training status (pie chart presentation)
- ✓ Approval by trainee and trainer

RESEARCH METHODOLOGY

The goal of this project is to research the training protocol in the organisation. Although some people consider the training goal to be a waste of valuable time. The counter point here is that the resources are often restricted and the goals of the training are, in fact, the driving force behind the design of the training. It sets out simple criteria and creates a training curriculum in less time because the goals focus directly on needs. It helps to stick to a schedule. Training goals inform the trainee what is required of him at the end of the training programme.

RESEARCH DESIGN:-

- A research design is the arrangement of the conditions for the collection and analysis of data in such a way as to combine relevance to the research objective with economics in the process.
- The present research is regarding to study the present Training Need Identification and analysis at Tata Johnsons Control Ltd. The study is made in order to know the extent of effectiveness of the process and to identify the areas of improvements of the Training procedure at TJC Ltd.
- For obtaining the information a survey is conducted through questionnaire method and through interview, primary data is collected. To collect primary data employees are considered as population and data was collected within 30 days. The data is collected from out of the total of 50 only.
- As per guide instruction from TJC Ltd. Researcher have taken only 50 samples out of the total employees.

DETERMINATION OF SAMPLES:

The design of the sample is a definite strategy decided before any data are actually collected in order to obtain a sample from a given population.

To make research and to know about the Training procedure in Tata Johnsons Control ltd., a survey is conducted, employees are considered as population.

DETERMINATION OF SAMPLE SIZE:

The size of the sample for this analysis is 50 workers selected on convenient basis, using non-probability sampling method.

FINDINGS

1. The Training Need Identification and Analysis Process at Tata Johnsons Control Ltd. is quite effective, but there is still some space for improvement.
2. It was found that near about all the employees (95%) are aware of the Training activities carried out in a company. The Training activity is carried out in a given Training Calendar, which is the positive factor of the procedure.
3. While studying the satisfaction level of employee, it was observed that 85% of employees are fully satisfied, 10% are somewhat satisfied and remaining 5% are not at all satisfied with the training procedure, because they don't find changes in their skills or working conditions due to Training activities.
4. It can be interpreted that near about 85% employees found the process as fair and impartial, but 15% of them do not think so.
5. It was found that 80% of population in TJC Ltd. thinks that they get motivated by the training procedure, but there is some dissatisfaction in middle level management and workers.
6. 75% of employees discuss their targets with the management, but 50% out of all does not get feedback from the management. Hence, there is a great need of determine the Training Effectiveness in TJC Ltd.
7. While the Training Need Identification Process can be used to determine the training needs of workers, the process must be correctly enforced such that the appropriate training can be delivered.
8. Best performers receive the awards for their performance. It could be motivational factor for employees. And it could increase the productivity of employees, automatically increasing productivity of an organisation.
9. 30% out of all employees are dissatisfied with the communication about job rotation options.
10. The employees have been contented with the Training Need Identification & Analysis process and perceive it to be fair. This has helped improve the commitment of the employees towards the company.

RECOMMENDATION & SUGGESTIONS

Following are the recommendations relating to the training programme regulation in the company:

1. In the effectiveness form performance improvement of individual employee is asked however no specific measurement methods are given to calculate this performance parameter of individual employee.
2. Any suggestion required for further training or retraining is asked but since performance cannot be evaluated and if performance is improved further training succession is not known.
3. However no quantifiable measures are taken when it comes to measuring the training effectiveness and this was the area of improvement identified.
4. Keep track on training calendar that whether it is going on as per schedule or not.
5. Training need analysis is not done with respect to safety training, so safety training have to be included in training need analysis.
6. The company should accept the method of job rotation training for the employees to provide general background and it demonstrate the nature and significance of management principles since the rotated man will find what he can learning from one job to another.

CONCLUSION:

The superior is an employee's first source of help, advice, information, support and training. He is the person who will help an employee to develop him/her to grow in this organization. The superior will clarify one's job description and specific goals that once has to achieve.

Periodically the superior will review one's work, and will give him/her necessary guidance and assistance and help him to achieve its goals even exceed them. The company has a sound performance approval system for its entire management staff. This system provides for identification of key areas for each individual, which has to be agreed upon between the Appraiser and Appraisee. It is important that an employee himself taking initiatives to get the blank performance appraisal form or Individual development plan form from Human Resource department and discuss the key areas with the superior at the earliest.

After the detail study in the organization following is the conclusion drawn by the researcher:

1. In Tata Johnson Control, as per the employee's requirement, training programs are schedule annual basis i.e. July to June after discussion with their superior or HOD's as well as recognized from various forms like IDP forms, Performance Appraisal forms etc.
2. The organization is having the schedule for **off the job training**.
3. The organization is having the job rotation for the workers.
4. The organization taking care of each and every individual for their career development as well as professional development.
5. By arranging the open forum, Organisation taking review of, status of the company, there growth and development on monthly basis, also rewarded the employee's for there valuable suggestions, there effectively and efficiency towards there work.

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