Training and Development Needs Analysis with Special Reference to Software Companies in Hyderabad

Srirekha Ganji[1], Dr. G. Viday Sagar Rao[2]

[1]Phd Scholar, Osmania University, Hyderabad
[2]Assistant Professor, Dept. Of Business Management, Osmania University, Hyderabad

ABSTRACT

This study investigates the how to examine the importance of training and development needs analysis in enhancing the employee efficiency in the social – environment and the workplace. Training and development is the most important weapon for the workplace to know the need analysis and effectiveness. Training is focus on today's activities of the software companies in Hyderabad, India. The 40 sample size is used. This study concludes that there is an impact of training and development need analysis on the performance of workplace. Also it recognize organization and development is focus on the future tasks and responsibilities. Training and development is one of most important tool of HRM to increase organization's output and competencies. This research is quantitative and secondary in nature. The data was collected from the different that the ability and skills of employee is helpful for the performance of organization and this skill are come from training and development. The study results illustrate the positive correlation between variables such as Training need analysis, Training transfer and employee efficacy, Learning and Job Satisfaction of the work place of the employee. These findings are significant to design training programs as part of the continuing professional development which are essential in achieving employee efficacy and leads to the benefits to the organization.

Keywords: Training and Development, Training Need Analysis, Effectiveness of Training, Performance, Skills, workplace.

INTRODUCTION

Every Organization success and failures are totally depends on the strength of the structured manpower. Employees are the backbone of the organization. The accomplishments or issues experienced by the organization are contingent to the performance of its employees. Therefore, it is vital for organizational leaders to recognize the importance of training and development in employee performance and evaluation. Enhanced capabilities, knowledge, and skills are the foundation for the organization's competitive advantage in today's global market. Although a large number of research have been accomplished in the field of training and development in employee performance, it appears that organizational leaders still experience gaps and challenges in this regard. For this reason, the goal of this article is to provide concise information about the concept of employee training, development, performance, and evaluation, as well as the reasons, impacts, approaches, benefits,

and guidelines when implementing effective employee training and development opportunities, which ultimately enhance employee performance.

Meaning: Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organization, individual and the job, each of which is called as the organizational, individual and job analysis.

Training is most important mechanisms or sub systems of an HRD system. Training plays an important role in the development of human resources. To put the right man at the right place with the trained personnel has now become essential today's globalised market. No organization has a choice on whether or not to develop employees. Therefore training has now-a-days become an important and required factor for maintaining and improving interpersonal and intergroup collaboration.

Training is most important mechanisms or sub systems of an HRD system. Training plays an important role in the development of human resources. To put the right man at the right place with the trained personnel has now become essential today's globalised market. No organization has a choice on whether or not to develop employees. Therefore training has now-a-days become an important and required factor for maintaining and improving interpersonal and intergroup collaboration.

Training Needs Analysis

Training needs analysis is a systematic process of identifying which kind of training is required and providing the details related to training implementation. It is also known as a tool to identify the new skills, knowledge, and attitudes that employees need to acquire in order to improve performance.

The Training Needs Analysis (TNA) helps organizations to find out the gap in terms of skills and training in their existing employees to perform the current and upcoming Jobs efficiently. The Training Manager uses the Analysis very carefully to design the right Training program to meet the skill and training requirements of the employees to enhance productively and ultimately achieve the goals and objectives set by the organization.

A Training Needs Analysis (TNA) is a process that involves systematically identifying gaps in skills, knowledge, and abilities to improve employee performance. By assessing the current competencies of the workforce against the required metrics, Human Resources (HR) teams can develop training and development programs to bridge these gaps and enhance individual and collective performance.

This needs analysis often takes place before the training proper, specifically during the planning phase. It serves as the backbone for mapping out training sessions tailored to employee needs and business goals.

Problem Statement:

The purpose of the problem statement is to identify the issue that is a concern and focus it in a way that allows it to be studied in a systematic way. It defines the problem and proposes a way to research a solution, or demonstrates why further information is needed in order for a solution to become possible.

A research problem statement is a clear, concise, and specific statement that describes the issue or problem that the research project addresses. It should be written in a way that is easily understandable to both experts and non-experts in the field.

Significance of the Study:

The significance of a study is its importance. It refers to the contribution(s) to and impact of the study on

a research field. The significance also signals who benefits from the research findings and how.

Scope of the study: The purpose of training needs analysis is to identify and bridge the knowledge and skills gaps in the workforce to achieve optimal performance. TNA also uncovers the reasons for the gaps and helps determine the different approaches to removing those gaps.

Objectives of the study

- To analyse the specific Training for each employee needs and to show will it improve their job Performance.
- To analyse the Training and Development Need Analysis situations in the organization.
- Determine the desired Training outcomes from individual employees from each level.

Limitations of Analysis of Training Needs

- My study is focused only with Software Companies in Hyderabad.
- For my study I have focused and concentrated only with IT and ITIS companies.
- There is no time to collect the more data, selected only few areas and companies.
- My study more focusing on Training and Development need analysis programs only in IT, ITES, BPO and ITIS companies.

Hypothesis

- There is a significant relationship between Employee Training need analysis & work efficiency of the employees in the organization.
- There is significant relationship between Training needs and the Performance and Job Satisfaction of the employees in the organization.
- There is more significant relationship between the Training needs analysis and Cultural growth of the employees and organization.

RESEARCH DESIGN

- For the purpose of the research a descriptive study will be undertaken by quantitatively testing the hypothesis to determine the impact of Training and Development Need Analysis. Various tools and models will be used which are capable of measuring the related factors such as demographic, social, organizational, individual and other factors related to the research topic.

SAMPLING PLAN

Sampling is an effective step in collection of primary data and has a great influence on the quality of results. Population of the study includes various categories of employees of various software companies. Purposive and convenient sampling has been used to select a sample from the population.

Sample Selection:

In my Research Study Sample selection purely depends on different Software companies in Hyderabad. I have collected the data from the few list of the companies and I have involved and shared the questionnaire approximately around 100 respondents out of only few are responded, so with that responded questionnaire I completed my research for article. In this maximum I have collected the data from the only 60 people are responded, but out of that only 40 employees are given the required data for

my research. Sample study sample is 120 employees from different software companies, which are Hitech City, Mind Space, Financial District-Gachibowli, Nanakramguda at Hyderabad, Telangana.

Data Collection Methods
Primary Data
The data collection is placing the very important role for research to analyze the data, so in the primary source I have collected the data through questionnaire method only by face to face interaction.
Secondary Data
Training and Development need analysis is taken as basis for the research work and the data collected through secondary source published in literature and information available in the relevant books, articles, magazines, research papers and websites will be part of the literature review.

Purpose and Importance
The importance of Training Needs Analysis cannot be stressed enough. To begin with, this process aims to uncover and address performance issues that stem from a lack of training. HR managers can leverage the information from this process to better understand what the employees need to carry out their tasks at an optimal level. This way, they can make informed decisions about the training programs to implement in the organization.
In addition to this, performing a needs analysis for training can help with the following:

- Align training and development initiatives to the specific needs of the business
- Efficiently allocate training resources where they are needed most
- Evaluate the effectiveness of present and past training programs
- Prioritize training needs based on the identified lapses
- Streamline the planning phase for future training sessions
- Adapt training efforts to the changing needs of the industry

Types of Training Needs Analysis
TNAs come in various types and levels for different organizational functions and goals. Knowing the right method of analysis for training needs is a must to accurately act upon the pain points resulting from inadequate training.
Organizational analysis – determines training needs based on the overall goals, strategies, and objectives of the organization. It seeks to discover training and development opportunities to address business requirements, such as business performance benchmarks and operational efficiency.
Role-specific analysis – targets the competencies needed to accomplish the tasks and responsibilities for specific roles in the organization. This analysis type is great when up skilling teams and overcoming discrepancies in competency levels among employees with similar roles.
Person analysis – focuses on the skills, knowledge, and performance of specific individuals in the business. It identifies the people who need training and the type of training to provide based on their skill level.

Process of Training Needs Analysis

1. **Define the objectives**.

Before diving into the analysis, it's important to establish the objectives first. What does the organization seek to accomplish through this training initiative? These can vary from employee productivity and safety to customer satisfaction and financial growth.

In this step, keep in mind the organization's goals and strategies. Aligning them with the broader business objectives helps set the direction of the training program at the onset.

2. **Narrow down the scope of the analysis.**

Based on the organizational and training goals, determine the scale of the training needs analysis. Will it be done company-wide or only for select individuals or teams? Asking this question enables you to develop targeted training plans to achieve the set objectives.

3. **Identify the relevant competencies.**

The next step is to outline the roles or jobs to be analysed and the required competencies to carry them out. Since various departments handle different tasks and responsibilities, it's important to organize these skill sets to account for their unique training needs.

4. **Gather information from various sources.**

After setting the objectives and scope, proceed with collecting data for the analysis. This step helps uncover insights into the current skills of the workforce and training-related concerns that could impact organizational goals.

Role of Training Needs Analysis

Every leader or manager of the organization wants their employee to perform better and reach their optimum. In order to achieve the set goals and improve the productivity of the organization, it is important that employees have full capabilities and competencies to perform their assigned job.

Fundamentally the role of training needs analysis in HRM is to understand the difference between the current and desired performance of the employee.

What is Training Needs Analysis Methods:

The method of training needs analysis is selected based on the job type of the employee and the analysis that has to be carried out to understand the skill gaps. Here are a few popular training need analysis methods used in the corporate world:

Direct observation- In different working situations the training managers observe the working style of the employees. With the help of this observation, the managers get information about the performance gaps. The observation includes watching over the technical methodology followed to perform the job, the functional aspects of the job, and the behavioural aspects of the employee. It provides both qualitative and quantitative feedback about the current performance of the employee.

Interviews-It is a face-to-face conversation about the way an employee performs the job. It is an effective way to collect information about output gaps by talking with each employee or a team. It can be a formal or informal setting of the interview. The interview can be conducted in person or through virtual means.

Focus groups- It is a brainstorming process to understand the skill gaps among the employee. The employees working in the organization are encouraged to talk and discuss the ways to improve their

work performance. This conversation is closely observed by analysed by the training manager to understand the training requirement in the organization.

Assessments/surveys-Surveys are an effective and simple way to identify the performance deficiencies in a particular department. A well-designed questionnaire is circulated among employees to understand the training needs of the employees. The questionnaire can consist of a combination of open-ended and closed-ended questions along with some ranking and projective questions. To improve the credibility of the survey the employees are allowed to submit the answers anonymously.

Customer Feedback-In most of the service industry performance deficiencies are identified using customer feedback. The direct feedback from the customer indicates the specific work area which needs improvement.

Others: There are a few other methods of training that need analysis such as consolation with the persons working in a key position in the organization, by reviewing relevant literature of the work area, with the use of reports, records, and work samples.

Training Needs Analysis Process

There are different stages of training needs analysis that are used by the organization based on the job profile of the employees. However, there is a fixed process that is followed in all types of training needs analysis. Here is 4 steps process of training needs analysis:

Step 1- Performance Gap Analysis: Here the current and desired operation results of the employee performance are compared to identify the performance gaps. These performance gaps can also be termed as the difference between the required and actual productivity of the organization.

Step 2- Root Cause Analysis: Root cause analysis is a way to determine the basic issue behind the performance gaps. The issues are classified into 5 categories as skill, resources, incentives, motivation, and information such as feedback. Using rood cause analysis it is identified which area is leading to a lack of performance and which area needs improvement.

Step 3- Needs Analysis: A detailed analysis is carried out to design and implement the appropriate intervention to resolve the performance issues. Based on the categories identified in the root cause analysis a specific need for improvement is addressed in this step. This analysis includes analysis of the audience of training, job analysis, task analysis, environment analysis, and cost-benefit analysis.

Step 4- Recommendations: In this step, an appropriate training solution is proposed. It identifies the right kind of training program that an organization should run to improve the overall work productivity.

The important objectives of training need analysis are:
- To ensure that the product/service requirement of customers have been met with the help of skilled employees
- To help the organization set appropriate goals and achieve them
- To create an appropriate performance benchmark that can be used to judge the employee productivity
- To enable employees to evaluate their current skill sets and continuously upgrade their knowledge to improve their performance levels
- To highlight the work quality issues in the organization and identify focus areas that need improvement.

Components of Training Needs Analysis

McGhee and Thayer's Three Level Analysis is popularly used in the organization to understand the big picture of learning and development. This model of training needs analysis of three components at different levels which need analysis to identify the training needs in the organization.

1. Organizational Level

Providing training to employee which are not aligned with the business goals is considered a wastage of resources. It is very vital that training programs conducted in the organization would help the employees to achieve the strategic business goals of the organization. The organizational level training need analysis using data sources such as business goals, skill inventory, employee inventory, organizational culture, and customer satisfaction data to identify the training needs of the employees.

2. Operational Level

It is a job level analysis that is used to determine what kind of training is needed by the employee in order to achieve the desired level of work proficiency. It identifies the knowledge and skill required to execute a specific job in the organization. The operational level training need analysis using data sources such as work performance standards, job description, job specifications, and analysis of operational problems to determine the training needs of the employee.

3. Individual Level

At the individual level, the training need analysis to verify the way employee performs their job. The difference between the expected and actual performance of the employee is analysed to arrive at the training need of the employee. The individual-level training need analysis using data sources such as performance appraisals, assessment of employee skills, interviews and questionnaires, customer surveys, and work samples to determine the training needs of the employee.

Advantages and disadvantages of training needs analysis

Every process and tool used in human resource management has some positive and negative points. Here are some benefits and issues related to training that need analysis-

Advantages of Training Needs Analysis

- It determines the population which needs the training most in order to perform well in the organization.
- It determines what kind of training is required in terms of skills, knowledge, abilities, competency, and behaviour of the employee.
- It helps the management to direct resources to regions of greatest priority of training.
- It helps employees and organizations to improve work productivity
- It helps the company to improve their quality of services and thus helps in customer retention.

Disadvantages of Training Needs Analysis

- Training need analysis can be a time-consuming process as it includes a lot of assessments and surveys.
- Training need analysis can be a costly affair for the company as often tired party is hired to conduct the training need analysis
- The low response rate of the employees to the internal surveys can have a negative impact on the effectiveness of the training need analysis

- Many times when the long process of training needs analysis is completed the management is no longer looking to fulfil the same business goals.
- Employees often hesitate to provide an honest response on self-assessment which can affect the result of training needs analysis.

Theoretical Framework:

1. **Bansal, D. J. P. Tripathi (2017)** Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as "the acquisition of skills, concepts or attitudes that result in improved performance within the job environment". Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified. This paper will focus on various aspects of Training need analysis.

2. **Shen (2004)** has outlined the theoretical perspectives of the international T&D and how it has been implemented by the practitioners. Cultural sensitivity, ability to handle responsibility, ability to develop subordinates and ability to exhibit and demonstrate are to be developed through effective international training and management development. Actually, the content, mode of delivery and rigor are important aspects for overseas assignments. The components of training programmes should be according to country of assignment, type of job, duration, purpose of transfer and the time available. The quality of the training programme should have a major impact upon the employees.

3. **Kazi Tanvir Mahmud, Ishraat Saira Wahid(2019)** The prime objective of this study was to assess the impact of training needs assessment (TNA) on the performance of the employees who were employed in the telecommunication sector in Bangladesh. Primary data were collected from the employees of the commercial department of two telecommunication companies. A total of 136 employees were selected using the Simple Random Sampling (SRS) technique. Ordinary Least Square (OLS) technique was applied to assess the impact of TNA on employees' performance. This study showed that TNA played a positive role in improving employees' performance.

4. **Shulagna Sarkar (2020)** Training is a usual formula for organisations through which employees are introduced to learning, but the challenge lies in identifying the appropriate training needs of employees. The success of a training program depends primarily on the need assessment. The paper discusses the process of competency mapping and focuses on how competency mapping can be used for conducting training need assessment.

5. **R. Sudhakar & Dr. S. Rabiyathul Basariya** (2018) The paper intends to review the literature on Training & development. It proposes to explore the importance & effectiveness of Training & development in IT companies. The paper proposes an empirical study on importance & effectiveness of Training & development through a survey on Heads who in turn evaluate the Staffs at work. Training and development plays an important role in the effectiveness of organizations and to make experience people to do work effectively.

6. **A. Bansal, D. J. P. Tripathi (2017)** Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as "the acquisition of skills, concepts or attitudes that result in improved performance within the job environment". Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the

human elements of a system can be effectively identified and appropriate training can be specified. This paper will focus on various aspects of Training need analysis.

Data Analysis & Interpretation:

Q1. My organization provides sufficient Training for us.

| Table: 1. My organization provides sufficient training for us			
	Frequency	Percentage	cumulative percentage
Strongly Disagree	5	12.5	12.5
Disagree	7	17.5	30
Neither Agree Nor Disagree	2	5	35
Agree	10	25	60
Strongly Agree	16	40	100
Total	40	100	
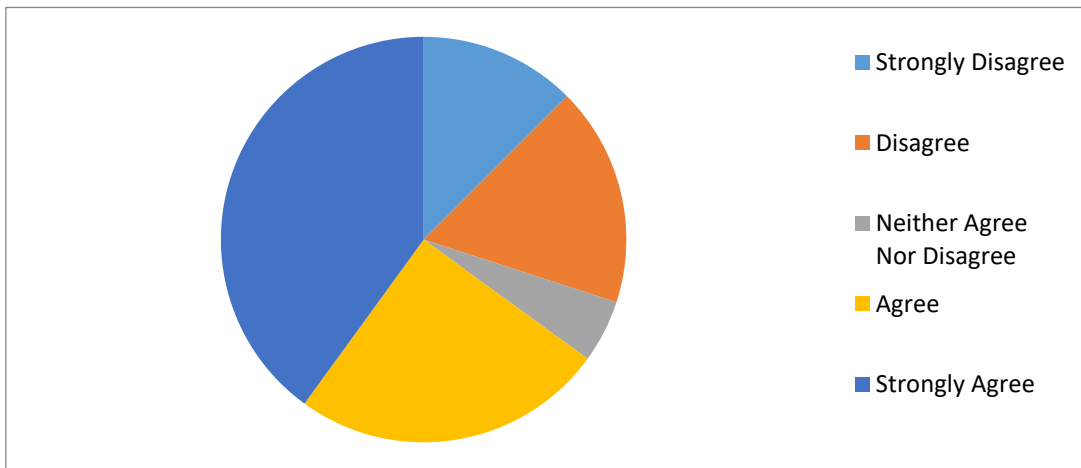
Interpretation: From the above table it is observed that 40 percent of the respondents are strongly accepting that organization providing sufficient training for them, 25 percent of the respondents are accepting that organization providing sufficient training for them, 12.5 percent of the respondents are strongly disagree that organization providing sufficient training for them, 17.5 percent of the respondents are disagree that organization providing sufficient training for them and only 5 percent of the respondents are neither agree nor disagree position about that the organization providing sufficient training for them. Coming to overall as per my research I have identified that majority of the respondents are happy with which organization provides sufficient training for them.

Q2. Employees in my department are encouraged to participate in additional training to enhance their skills and abilities.

Table: 2. Employees in my department are encouraged to participate in additional training to enhance their skills and abilities			
Response	Frequency	Percentage	cumulative percentage
Strongly Disagree	7	17.5	17.5
Disagree	4	10	27.5

Neither Agree Nor Disagree	5	12.5	40
Agree	10	25	65
Strongly Agree	14	35	100
Total	40	100	

■ Strongly Disagree ■ Disagree ■ Neither Agree Nor Disagree ■ Agree ■ Strongly Agree
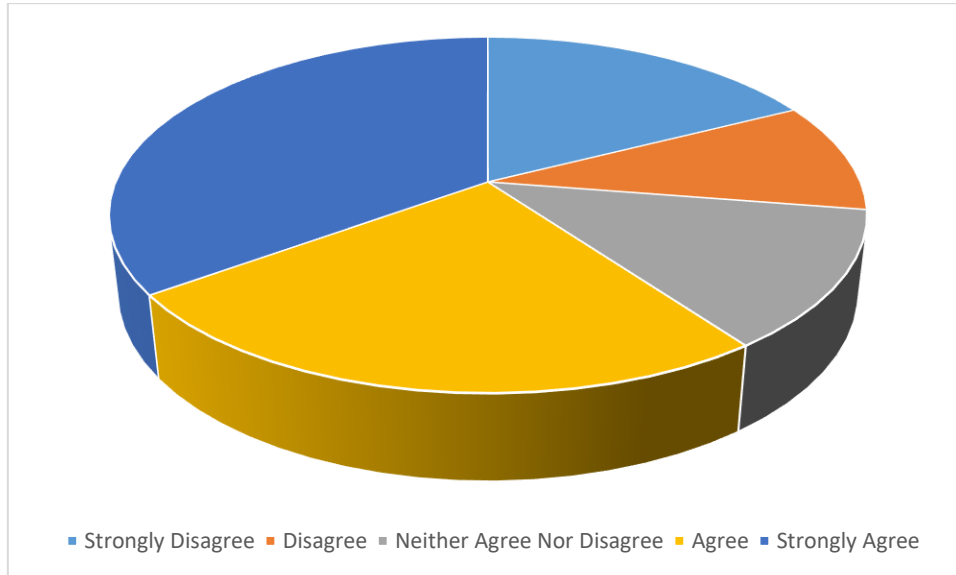
Interpretation: From the above table 35 percent of the respondents are strongly agree that Employees in my department are encouraged to participate in additional training to enhance their skills and abilities, 25 percent of the respondents are accepting that Employees in my department are encouraged to participate in additional training to enhance their skills and abilities, 17.5 percent of the respondents are strongly disagree that Employees in my department are encouraged to participate in additional training to enhance their skills and abilities, 10 percent of the respondents are disagree that the Employees in my department are encouraged to participate in additional training to enhance their skills and abilities and 12.5 percent of the respondents are neither agree nor disagree that Employees in my department are encouraged to participate in additional training to enhance their skills and abilities. From the observation of the above data it is found that majority of the employees are well aware of Employees in my department are encouraged to participate in additional training to enhance their skills and abilities.

Q3: There is a well-designed and widely shared training policy in my Organization.

| Table: 3. There is a well-designed and widely shared training policy in my Organization			
Response	Frequency	Percentage	cumulative percentage
Strongly Disagree	7	17.5	17.5
Disagree	8	20	37.5
Neither Agree Nor Disagree	4	10	47.5
Agree	11	27.5	75
Strongly Agree	10	25	100
Total	40	100	
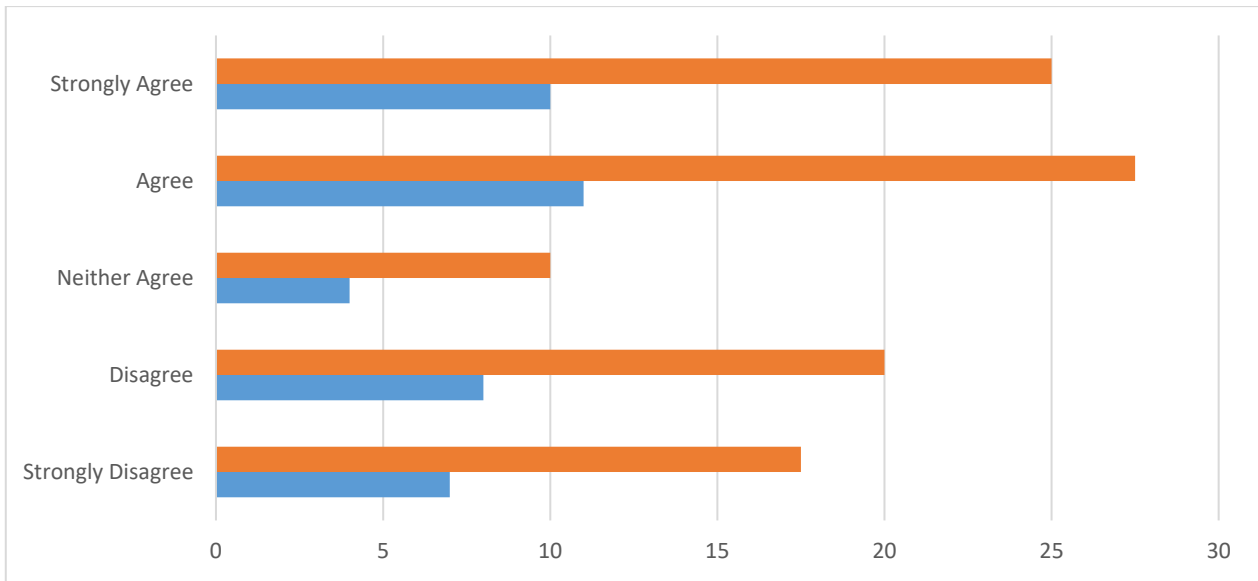
Interpretation: From the above table information it is observed that 27.5 percent of the respondents are agreed that that There is a well-designed and widely shared training policy in my Organization, 25 percent of the respondents are strongly agree that There is a well-designed and widely shared training policy in my Organization, 20 percent of the respondents are disagreed There is a well-designed and widely shared training policy in my Organization, 17.5 percent of the respondents are strongly disagree that There is a well-designed and widely shared training policy in my Organization and 10 percent of the respondents are neither agree nor disagree for There is a well-designed and widely shared training policy in my Organization. From the above research I have observed that majority of the employees are accepting that There is a well-designed and widely shared training policy in my Organization.

Q4: Training on new knowledge and skills are imparted to employees periodically.

| Table: 4. Training on new knowledge and skills are imparted to employees periodically			
Response	Frequency	Percentage	cumulative percentage
Strongly Disagree	5	12.5	12.5
Disagree	8	20	32.5
Neither Agree Nor Disagree	3	7.5	40
Agree	11	27.5	67.5
Strongly Agree	13	32.5	100
Total	**40**	**100**	

■ Strongly Disagree ■ Disagree ■ Neither Agree ■ Agree
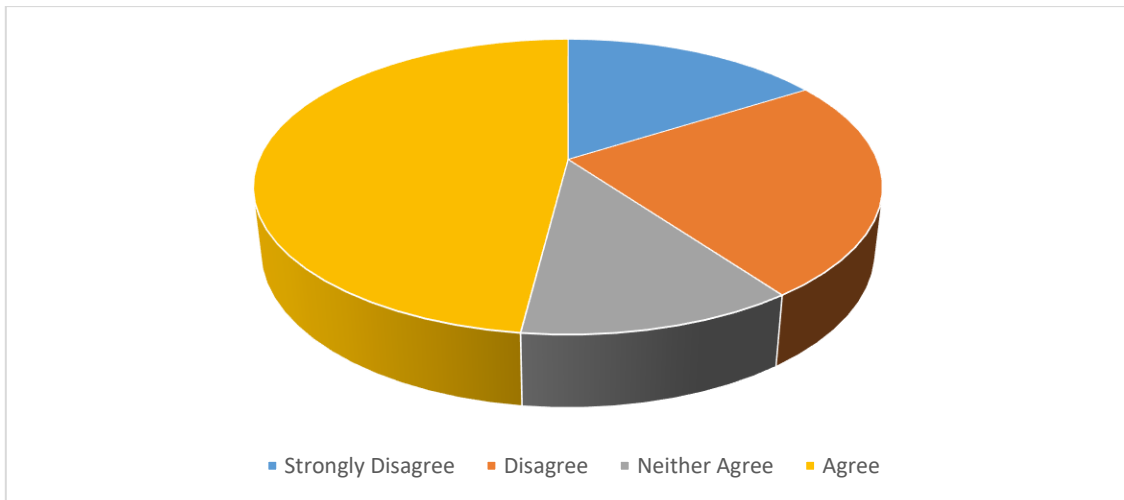
Interpretation: It is identified that from the above given data 32.5 percent of the respondents are strongly agreed that the Training on new knowledge and skills are imparted to employees periodically, 27.5 percent of the respondents are agreed that the Training on new knowledge and skills are imparted to employees periodically, 12.5 percent of the respondents are strongly disagree that the Training on new knowledge and skills are imparted to employees periodically, 20 percent of the respondents are disagreed that the Training on new knowledge and skills are imparted to employees periodically and 7.5 percent of the respondents are neither agreed nor disagree that the Training on new knowledge and skills are imparted to employees periodically. In this contest overall analysis based on the above information is observed that the Training on new knowledge and skills are imparted to employees periodically.

Q5: Employees returning from training are given adequate free time to reflect and plan improvements in the organization.

Table: 5. : Employees returning from training are given adequate free time to reflect and plan improvements in the organization

Response	Frequency	Percentage	cumulative percentage
Strongly Disagree	4	10	10
Disagree	6	15	25
Neither Agree Nor Disagree	3	7.5	32.5
Agree	12	30	62.5
Strongly Agree	15	37.5	100
Total	**40**	**100**	
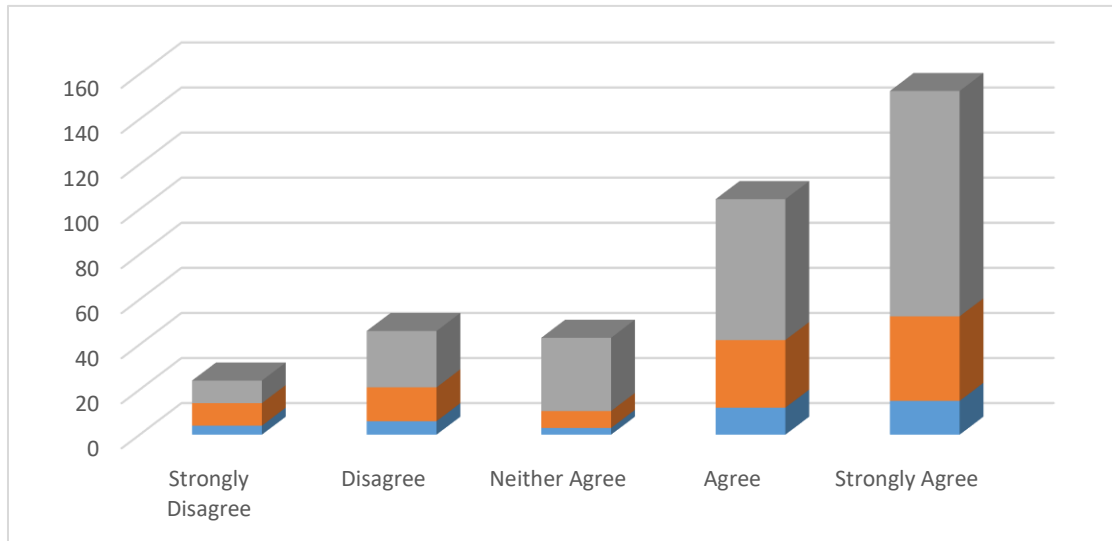
Interpretation: as per above information 37.5 percent of the respondents are strongly agreed that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization, 30 percent of the respondents are agreed that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization, 10 percent of the respondents are strongly disagree that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization, 15 percent of the respondents are disagreed that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization and 7.5 percent of the respondents are neither agreed nor disagreed that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization. So as per my observation it is found that maximum respondents are accepting that the Employees returning from training are given adequate free time to reflect and plan improvements in the organization.

CONCLUSION:

When observation of all literature reviews it has been written about that the Training and Development Needs Analysis, there is gap, concerning the study of its effectiveness of the training and the efficiency of employees in the organization. Therefore it is identified that how to run the training programmes and contributes the enhancing the employee efficiency as the social service environment. The result of this study is confirmed that the research hypothesis about the positive relationship between Training Needs Analysis and Performance of then employees in the organization.

REFRENCES:

1. Roy, S., "Brand Failures: A Consumer Perspective to Formulate a MNC Entry Strategy" (postgraduate diploma, 438 Human Resource Management XLRI School of Business and Human Resources, 1998), accessed August 12, 2011, http://sudiptaroy.tripod.com/ dissfin.pdf.
2. Whitfield, G., "Do as I Say, Not as I Do: Annual Performance Appraisal and Evaluation in Indonesia" n.d., Living in Indonesia, accessed August 11, 2011, http://www.expat.or.id/business/annualperformanceappraisal.html.

3. "No. 1 Reason People Quit Their jobs," AOL News, Netscape, n.d., accessed July 28, 2011,http://webcenters.netscape.compuserve.com/whatsnew/package.jsp?name=fte/quitjobs/quitjobs &floc=wn-dx.

4. "Our Philosophy," Google, n.d., accessed July 28, 2011,http://www.google.com/about/corporate/company/ tenthings.html. 16. Ben Popper, "Why Google's Retention Plan Backfired," CBS Business Network, September 16, 2010, accessed July 28, 2011, http://www.bnet.com/blog/high-tech/why-googles-retention-plan-backfired/1172

5. Agricultural Education and Training to Support Agricultural Innovation Systems. Overview. Agricultural Innovation Systems: An Investment Sourcebook. The World Bank. Babu AN and Hall A. 2012.

6. Development_Final.pdf Mittal N, Sulaiman RV and Prasad R M. 2016. Assessing Capacity Needs of Extension and Advisory Services a Guide for Facilitators.

7. Agricultural Extension in South Asia.http://www.aesanetwork.org/assessing-capacity-needs-ofextension-and-advisory-services-a-guide-for-facilitators/ Mishra DC. 1990. New Directions in Extension Training. Directorate of Extension, Ministry of Agriculture, Govt. of India, New Delhi.

8. Training needs analysis. A literature review and reappraisal, **International Journal of Nursing Studies**; Volume 41, Issue 5, July 2004, Pages 471-486.

9. THE EFFECTIVENESS OF TRAINING NEEDS ANALYSIS AND ITS RELATION TO EMPLOYEE EFFICIENCY DOI: 10.21008/j.0239-9415.2018.077.11.

10. Kazi Tanvir Mahmud**,** Ishraat Saira Wahid, & Ishtiaque Arif| José Belso-Martinez (2018), Impact of training needs assessment on the performance of employees: Evidence from Bangladesh Accepted 09 Dec 2019, Published online: 25 Dec 2019.

11. Adelais Markaki, Shreya Malhotra (2021); Training needs assessment: tool utilization and global impact, **volume 21**, Article number: 310 (2021).