

IMPORTANCE OF TRAINING NEEDS ANALYSIS FOR HUMAN RESOURCES DEVELOPMENT IN ORGANIZATIONS

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Abstract: *Human resources are the main element of an organization. To meet the need for good performance improvement in an organization, one of the ways that can be taken is by conducting training and human resource development. Pragmatically, training and development programs have a positive influence on both individuals and organizations. Training needs analysis is an activity that needs to be carried out systematically to find any gaps between the knowledge, skills and attitudes of a person needed by the organization that can be improved through training. This behavioral needs analysis will later assist the organization in using resources effectively and prevent unnecessary training activities.*

Keywords : *Human Resources, Training And Development, Training Needs Analysis*

Abstrak: *Sumber daya manusia merupakan elemen utama dari sebuah organisasi. Untuk memenuhi kebutuhan peningkatan kinerja yang baik dalam sebuah organisasi, salah satu cara yang dapat ditempuh pihak adalah dengan melakukan pelatihan dan pengembangan sumber daya manusia. Secara pragmatis, program pelatihan dan pengembangan memiliki pengaruh positif baik bagi individu maupun organisasi. Analisis kebutuhan pelatihan merupakan suatu kegiatan yang perlu dilakukan secara sistematis untuk menemukan adanya kesenjangan antara pengetahuan, keterampilan dan sikap seseorang yang dibutuhkan oleh organisasi yang dapat ditingkatkan melalui pelatihan. Analisis kebutuhan perilaku ini nantinya akan membantu organisasi dalam menggunakan sumber daya secara efektif dan mencegah kegiatan pelatihan yang tidak perlu.*

Keywords : *Sumber Daya Manusia, pelatihan dan pengembangan, analisis kebutuhan pelatihan*

INTRODUCTION

Human resources are the main element of the organization compared to other elements such as capital, technology and finance because human resources function as other controlling elements. Discussing about human resources will not be separated from other management activities or processes including strategic planning, management development and organizational development. The relevance of this aspect of human resource management is so close that it is difficult for us to leave the discussion of one element and another element separately. Training for human resource development is a must in an organization when direct job placement cannot guarantee employee success. New employees often face uncertainty over their roles and responsibilities, therefore the demands of work and the capacity of employees must be balanced through orientation and training programs, in other words, the two programs are indispensable. After employees are trained and acquire skills in their jobs, employees need further

improvement to make preparations for future responsibilities to be more mature in carrying out their work. The trend continues to occur where employees are increasingly varied with flatter organizations and increasingly fierce global competition, training and development can encourage staff to handle heavier tasks, responsibilities and obligations. Analysis of training needs is planned and carried out to obtain a number of data or information about the conditions and needs of employees in carrying out their duties. Needs analysis helps organizations and individuals in finding solutions to problems to improve performance. Therefore, the analysis of training needs conducted prior to the implementation of the training must involve three analytical activities, namely organizational analysis, performance analysis and individual analysis. This is a note for all organizations so that training needs analysis activities are used as a reference and even a benchmark for organizers in preparing and implementing training programs, so that the training programs carried out are in accordance with the goals and objectives. Based on the description above, the writer wants to know more about the results of the

analysis of training needs for the development of human resources in the organization.

practical methods rather than theory. When an individual has attended training to be better and more motivated it can be said that the employee or staff is more productive. (Dominiak, 2011)

LITERATUR REVIEW

Training

Training refers to the methods used and the skills they need to do the jobs. According to (S, 2011) training is vital for companies. Training is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better according to standards. Meanwhile, according to (Rivai, 2015), training is part of education that involves the learning process to acquire and improve skills outside the education system that applies in a relatively short time with methods that prioritize practice rather than theory. Based on this definition, the meaning of training is to teach skills to new and permanent employees so that they can carry out their responsibilities and comply with standards. Training can also improve skills outside of education that apply in a relatively short time and a pleasant atmosphere and use

Training Method

According to (Rachmawati, K, 2008) there are two methods used by companies for training, namely: on the job training and off the job training.

- a. On the job training, namely this training is done to learn the field of work while actually working on it. Several forms of on-the-job training include: counseling /understudy, apprenticeship training/apprenticeship training. The advantages of the on the job training method according to (G Dessler, 2017) namely: this method is relatively inexpensive for people who are trained to learn while working, do not need expensive outside facilities such as classrooms or certain learning equipment, this method also provides learning, because people who are trained learn by doing and get quick feedback on their achievements.

- b. Off the job training, training that uses situations outside of work, is used when many workers need to be trained quickly as well as in job mastery. Several forms of off the job training include: lectures, video presentations, vesicular training, role playing (Role Playing), case studies, self study, laboratory training. (Garry Dessler, 2011) suggests that there are several methods of conducting training, including:

a. On-the-Job Training

This training method is carried out in the workplace by giving employees tasks related to their job descriptions.

b. Apprenticeship Training

This training method is a structured process through the combination of formal learning with on-the-job training.

c. Job Intraction Training

This training consists of a sequence of tasks for each job that is taught in stages.

d. Lectures

This method is an easy and fast way, which is done by teaching to provide

knowledge to a group of people who will be directed.

e. Audiovisual-Based Training

Training is carried out using audiovisual equipment such as films, power points, video conferencing, audio cassettes which can be very effective if used.

f. Simulate Training

Training for employees to support their daily work by making the room exactly the same as the actual conditions.

Training Objectives and Benefits

The objectives and benefits of training, (Mangkunegara, A, 2015), include:

1. Increase the appreciation of the soul and ideology
2. Increase work productivity
3. Improve the quality of work
4. Improve the determination of human resource planning
5. Improve morale and work spirit
6. Increase stimulation so that employees are able to perform optimally

7. Improve occupational health and safety
8. Avoid obsolescence
9. Improve employee development

Process of Training Stages

Conceptually, the training and development program according to (Kartika, 2012) generally includes three stages of process, namely:

- a) Stages of training needs analysis (training needs analysis); Before the training is held, a training needs analysis is carried out to be able to diagnose various dimensions of problems and future challenges. These are also referred to as future problems and challenges. This is also known as the assessment of the training process. At this stage the training needs of the company or organization, tasks and individual needs need to be analyzed.
- b) Stages of training implementation; The training implementation stage basically focuses on how to design and select training procedures along with determining and implementing training programs.

- c) Stages of training evaluation; At the training evaluation stage, it is focused on how to measure the results of the training and compare the results of the training against the predetermined criteria

Training Needs Analysis

Training needs analysis is a needs analysis in the workplace specifically intended to identify priority training needs in order to realize organizational goals. The information needs will be able to help the organization or company in using resources (time, funds, technology, and so on) effectively while avoiding unnecessary training activities. Training needs analysis can be understood as a systematic and comprehensive investigation of various problems with the aim of correctly identifying several dimensions of the problem. This is done in such a way that ultimately the organization or company can find out whether the problem really needs to be solved through a training program or not (Irianto, 2017). According to (Mangkunegara, A, 2015), training needs analysis is a systematic study of an educational problem by collecting data and information from various sources, to obtain problem solving or suggestions for further action. Training needs analysis is

an analysis of workplace needs that is specifically intended to determine what the priority training needs are. Information on these needs will be able to assist companies in using resources (time, funds, etc.) effectively while avoiding unnecessary training activities. Training needs analysis is a diagnosis to determine the current and future challenges that must be faced today and future challenges that must be met by training and development programs (Rivai dan Sagala, 2013). So it can be concluded that the analysis of training needs is to identify problems that exist in the company or organization through training programs. According to (Suwatno dan Doni, J, 2011), training needs analysis is one of the components of training that is useful for knowing the need for training that must be carried out in an analytical process, both at the organizational, position, and individual levels. This analysis aims to find out

There are several things to consider before conducting a training needs analysis. In the first step of training needs analysis, the organization requires an assessment phase which is characterized by one main activity the situation in which the organization is required to carry out an analysis including performance issues,

which parts of the organization need a training program. Job-level analysis aims to identify the content of the training needed so that the workforce can perform their work duties competently and better after participating in a training program. Individual analysis aims to identify the characteristics of the workforce such as what skills and abilities are lacking in the workforce to be able to complete their job duties.

RESEARCH METHOD

This study uses a literature study in which several articles are identified by descriptive and exploratory analysis by comparing or reviewing the content or discussion and conclusions of each theory. Articles are obtained from existing books on human resource management to support theoretical analysis and hypotheses about human resource management, then based on empirical studies.

RESULT DAN DISSCUSSION

new systems and technologies. and established work standards. The second situation relates to the use of computers, new procedures and technologies adopted to carry out efficiency reforms in the company's operations. The third situation relates to the training carried out and based on certain requirements, for example legal

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responsibilities (for some health and safety in the workplace). Training needs analysis is a workplace needs analysis that is specifically aimed at finding out what exactly are the priority training needs. Needs information will assist the organization in utilizing resources (funds, time, etc.) effectively and prevent unnecessary training activities. Training needs analysis can also be interpreted as a systematic and comprehensive investigation of various problems to identify several dimensions of the problem accurately. Thus, the organization will find out whether the problem should be solved through a training program or otherwise. Analysis of training needs is done by method (asking questions to get answers). Questions are given to each employee, and followed by verification and documentation of various problems that will ultimately identify training needs to solve problems. Problems that require training are always related to a lack of skills or knowledge where performance standards cannot be obtained. Thus, the above explanation clarifies the difference between actual performance and situational performance. The functions of the training needs analysis are as follows:

1. Collect information about the skills, knowledge and feelings of employees;

2. Collect information about job content and job context;
3. Define standard performance and actual performance in operation;
4. Engage stakeholders and gather their support;
5. Provide data for planning needs.

The final result to be achieved in the training needs analysis is to be able to identify employee performance gaps. The performance gap can be identified as the difference between the expected performance and the individual's actual performance. Performance gaps can be seen through identification and documentation of competency standards or requirements that must be met in job performance and then adjusted to the actual performance of individuals in the workplace. The training needs analysis stage has the following main elements:

1. Problem identification
2. Development of performance standards
3. Participant identification
4. Expansion of training criteria
5. Estimated cost

The next step is making a training design which is a step on how to be able to ensure that the training will be held. The overall tasks carried out in this stage include:

1. Identify the learning objectives of the training program;
2. Establish training methods;
3. Appoint the organizers and other supports;
4. Setting up the training sequence
5. Identify evaluation instruments;
6. Overall training schedule (estimated time);
7. Plan for each session;
8. Teaching materials, such as notebooks, textbooks, handouts, etc.;
9. Instructional assistance;
10. Evaluation form.

Training Evaluation

To ensure the success of the training has been carried out, an evaluation is necessary. Systematically, training management covers the planning phase including training needs analysis,

implementation and evaluation. This evaluation stage is the most important point in any activity because it is often overlooked even though it is an important part of ascertaining whether the training has succeeded in achieving its objectives or otherwise. According to Kirkpatrick, the evaluation of training and human resource development must pass through four stages, including:

1. The reaction stage, where the evaluator measures the reaction or response of the trainee. Measurements were made by looking at the interests and enthusiasm of the participants, as well as whether they were active or not during the training.
2. Stages of learning evaluation, where the evaluator measures changes in knowledge, skills, or behavior in the work of employees.
3. Stages of behavior. At this stage, the behavior that is measured is more on the behavior of employees at work which has an impact on their performance.
4. Stages of results. The intended results may vary, depending on the objectives to be achieved through the training. For example, increasing productivity,

improving communication between sections, and so on.

CONCLUSIONS

Human resources are a prominent element in an organization compared to other elements such as capital, technology and funds because humans themselves will control these side elements. Training and development can be defined as the planned efforts of the organization to improve the knowledge, skills and competencies of staff. Training and development are the same two concepts, namely to increase knowledge, skills and abilities. However, regarding the purpose, these two concepts can be distinguished. Training is more focused on increasing current abilities for

specific purposes, while development is more focused on increasing knowledge for future work where the process is carried out integratively with other activities for better work behavior. Training needs analysis is a workplace needs analysis that is specifically aimed at finding out what are the priority training needs in an organization. With this needs analysis, it will later assist organizations in utilizing existing resources effectively and efficiently (both time and cost) and prevent unnecessary training activities. organization, operational level, to the individual level so that the results obtained are maximized, as well as data from the analysis of training needs obtained can improve the quality of training and employee performance.

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