
A STUDY ON TRAINING NEEDS ASSESSMENTS AND DEVELOPMENT OF TRAINING PROGRAMS

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ABSTRACT

Improving both individual and company output is a primary goal of training and development programs. But when training programs aren't in sync with what workers really need and what the company wants to achieve, they usually fall flat. The purpose of this research is to determine how well Training Needs Assessment (TNA) works as a method for finding out where a company is lacking in competence, performance, and other areas. The study goes on to inquire into the ways in which TNA results aid in creating and executing efficient training programs. This research looks at the present state of TNA, how employees feel about the importance of training, and how identified training requirements relate to the success of programs using primary and secondary sources of information. Training interventions should be need-based, goal-oriented, and able to enhance employee capacities; the results should provide light on how to improve training tactics in this regard.

INTRODUCTION

Training indicators such as employee competency levels, completion rates, and feedback may be presented in compelling and useful dashboards using Power BI's data visualization features. Using Power BI, it may be possible to compare employees' skills and knowledge with what is needed on the job, which might lead to the discovery of talent shortages. With this knowledge, specialized training programs may be created to address these gaps. Training Assessment: Find out how much of an effect the training had by comparing performance levels before and after. With Power BI, you can see how training improved productivity and performance on the job. Make use of Power BI to segment your workforce according to their training needs; then, tailor your courses to meet their specific needs. This

ensures that every training resource is used to its maximum capacity.

It is possible to track each employee's progress in their training programs using Power BI. In this approach, management and HR may intervene and provide immediate support. With the use of Power BI, HR can better allocate training budgets. To maximize the return on investment (ROI) of your training budget, it is essential to assess the efficacy of different programs in relation to the time and energy invested. By integrating Power BI with your organization's LMS, you can get up-to-the-minute training statistics, completion rates, and other useful analytics.

Analyze staff feedback and survey results pertaining to training using Power BI. We may utilize this information to build new training programs or improve the ones we already have. The first step in preparing for employees' professional development is to determine which among them has the greatest promise. Power BI has the potential to provide priceless insights when used to talent development and succession planning.

Staying in line with all applicable regulations and industry standards is a breeze with Power BI's training and certificate tracking features. Power BI is a great tool for improving the effectiveness of internal training and development programs because of its flexibility and powerful data analysis capabilities. With the use of data-driven insights, businesses can teach and incentivize their employees to perform better, which might lead to increased productivity and profitability.

Taking a training course may help people advance in their careers by giving them the knowledge and skills they need to do their jobs better. This includes not just general and specialized knowledge, but also soft skills and domain-specific expertise.

Engaged and Motivated Workers: You may demonstrate your concern for your employees' development and advancement by funding their training and education. When employees care about what they do for a living, they are more likely to remain loyal to their company. By keeping them informed about advancements in their profession, training and development assist workers in adapting to the always changing corporate environment.

Improving Workplace Performance: When employees get the training they need to accomplish their jobs well, workplace performance increases. By spotting and preparing future leaders from within, training and development programs may aid with succession planning.

Organisational Reputation Boost: Companies that support their workers' professional development are more appealing to potential new hires.

Programs for Collaborative Learning and Development: In order for new employees to get right into their work, they need to be quickly and thoroughly introduced to the company's

norms, policies, and practices. The provision of training programs aimed at equipping employees with the specific knowledge and abilities required to do their jobs well. To create future leaders at all levels of a company by providing them with the tools they need is what's known as leadership development.

Problem Statement

Many companies waste money on training programs that don't address employees' real requirements, so they don't get the performance gains they were hoping for. There is often a lack of comprehensive examination into skill gaps or performance inadequacies when training programs are implemented. Employees run the risk of receiving training that doesn't pertain to or is inadequate for tackling their actual problems. Training Needs Assessment is crucial for making sure training interventions are relevant and successful, yet nobody seems to get it. Therefore, this research aims to address the issue of ineffective training programs and unsatisfactory organizational results caused by the mismatch between current training techniques and the real training requirements of workers.

Research Gap

Despite the abundance of research on the value of training and development, little is known about how a thorough Training Needs Assessment (TNA) contributes to the creation of efficient training programs. Few studies have looked at how well companies determine training requirements before developing training interventions; most have focused on assessing training results or general training practices. Unfortunately, many companies still use haphazard or informal ways to figure out what employees need to know, which results in training programs that don't fill real gaps in competence. Furthermore, there is a lack of research that examines how organizational, task, and individual-level evaluations impact training efficacy or how employees perceive TNA procedures.

OBJECTIVES OF THE STUDY

1. To understand the concept and importance of Training Needs Assessment (TNA) in organizations.
2. To identify the skill gaps and training requirements of employees at different levels.
3. To analyze the current training practices followed by the organizations.
4. To provide suggestions for improving the training needs assessment process and enhancing training effectiveness.

Research Methodology

Research Design: Descriptive Design

Research Approach ; collection of the data is made with the structured Questionnaire and analysed

Data Collection Methods

Primary Data: The data which is collected through personal observations and surveys is called Primary data. In this study the data is collected from the structured questionnaire

Secondary Data: The data which is already available in the market like Journals, Textbooks, Internet source, etc. in this study data is collected for literature review is from the secondary source.

Sampling Design: Convenience Sampling

Sampling Procedure: Simple Random Sample

Sample Size: 128

Tool for analysis: Structure Questionnaire

Limitations of the study

- The major limitations of the study is time factor
- The data collected for the study is limited due to the time factor
- The data analysis made for the study may or may not give the accurate results
- The sample data which is took for the study may not be the proper time

Literature Review

A Research on effectiveness of training and development in its solutions by Bharthavajan R, S fabiyola Kavitha, (Sep 2019): Measurements and analyses of employee performance are at the heart of the current research project, which is titled "a study on effectiveness of training and development in its solutions (chennai)". One hundred and ten workers were selected at random from a pool of ninety-five for this research. Where workers are given a series of questions to answer in order to provide feedback on the training's effectiveness. The company invests in its employees by providing them with several training opportunities. In this research, we examine how well employees perform after receiving training and professional development. Where the workers are asked to answer 110 questions and their responses are compiled to draw conclusions

Importance of training and development in the workplace by Afsheen Majeed, Sidrashakeel, (April 2017) : The primary purpose of this study was to analyze the value of professional development programs in the workplace. When it comes to productivity in the workplace, nothing beats investment in training and development. Development focuses on what employees will be expected to do in the future, whereas training emphasizes current duties. Human resource management relies heavily on training and development to boost organizational productivity and competence. This investigation is quantitative and tertiary. The information was gathered from the financial institutions of Pakistan

A Study on Training and Development by Joga Shirisha, D. Kavitha, (Aug 2020) : The human brain's superior capacity for thinking and analysis is preserved far into old age. Imagine, then, the potential of the human mind and the wealth of its resources. Humanity's potential for greatness in this planet depends on its investment in its most valuable resource: its people. However, in light of the evidence, let us ask: are we indeed where we should have been? I don't believe we can definitively answer yes when it comes to human progress in any area. Human resource and its growth may still be recognized at this late date. Organizations that want to thrive must invest in the personal development of their employees. A professional outlook emerged in the early 1970s,

A study on effectiveness of Training and development provided by organization by Ajay Prajapati, Dr.Christina Parmar (March 2023): In today's dynamic and competitive market environment, training has become a buzzword, and the purpose of the research is to determine the influence of staff training and development on productivity. Human capital is what sets a great company distinct from a decent one. Companies often see immediate and long-term benefits from investing in the training and development of their human resources.

A Conceptual Study on Training and Development programs and Reimbursement to employee and organization by Dr. Karibasamma N (Feb 2021): The term "training and development" is often used to refer to the systematic, on-going initiatives taken by businesses to foster growth and development among their staff members. These initiatives now include a wide variety of contexts in the contemporary workplace, from short-term training to career advancement. It's about helping workers grow as people, so they can do their jobs well and feel secure in themselves. In other words, it's a methodical approach to teaching workers new things. As a result, it is a procedure designed to alter conduct in a manner that benefits the organization's success.

Data Analysis

Hypothesis Testing

Hypothesis – I

H0: There is no significance relation between the Gender and the satisfaction of the training and development initiatives

H1: There is a Significance relation between the Gender and the satisfaction of the training and development initiatives

Case Processing Summary						
Cases						
Valid						
Missing						
Total						
	N	Percent	N	Percent	N	Percent
2. Gender * 9. How satisfied are you with your robo-advisor experience?	128	100.0%	0	0.0%	128	100.0%

2. Gender * 24. Are you Satisfied with the training and development initiatives have on staff engagement and job satisfaction? Crosstabulation							
Count							
		24. Are you Satisfied with the training and development initiatives have on staff engagement and job satisfaction?					
		Dissatisfied	Neutral	Satisfied	Very Dissatisfied	Very Satisfied	Total
2. Gender	Female	14	34	11	1	1	61
	Male	18	11	27	3	8	67
Total		32	45	38	4	9	128

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	25.211 ^a	4	.000
Likelihood Ratio	26.745	4	.000
N of Valid Cases	128		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.91.

Interpretation

The Chi-square test results indicate a statistically significant association between the studied variables ($\chi^2 = 25.211$, $df = 4$, $p < 0.05$). However, since 40% of the cells have expected frequencies less than 5, the assumption of minimum expected cell count is partially violated. Therefore, the findings should be interpreted with caution.

Hypothesis – II

H0: There is no significance relation between the age and the satisfaction of the training and development initiatives

H1: There is a Significance relation between the age and the satisfaction of the training and development initiatives

Case Processing Summary							
		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
1. Age * 9. How satisfied are you with your robo-advisor experience?		128	100.0%	0	0.0%	128	100.0%
1. Age * 24. Are you Satisfied with the training and development initiatives have on staff engagement and job satisfaction?? Crosstabulation							
Count							
		24. Are you Satisfied with the training and development initiatives have on staff engagement and job satisfaction?					
		Dissatisfied	Neutral	Satisfied	Very Dissatisfied	Very Satisfied	Total
1. Age	25 - 34	11	12	4	0	0	27
	35 - 44	6	8	11	3	1	29
	45 - 54	0	2	9	0	3	14
	55 and above	0	3	6	0	0	9
	Under 25	15	20	8	1	5	49
Total		32	45	38	4	9	128

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42.470 ^a	16	.000
Likelihood Ratio	47.538	16	.000
N of Valid Cases	128		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .28.			

Interpretation

The Chi-square test indicates a statistically significant association between the variables ($\chi^2 = 42.470$, $df = 16$, $p < 0.05$). However, since 64% of the cells have expected counts less than 5 and the minimum expected count is below 1, the assumptions of the Chi-square test are

violated. Therefore, the results should be interpreted with caution, and alternative statistical techniques are recommended.

Findings

- 73% of the respondents are Male, 27% of the respondents are Female
- 16% of the respondents are below 24yrs age, 40% are 25-34yrs age, 33% are 35-44yrs age, 9% are 45-54yrs age, 2% are above 55yrs age.
- 20% of the respondents are Below 240000 income, 30% of the respondents are in 240001-400000 income, 32% are in 400001-560000 income, 15% of the respondents are in 560001-720000, 4% of the respondents are in above 720001 income
- 14% of the employees are below 1yr, 30% of the respondents are 1-3yrs, 41% of the respondents are in 3-5yrs, 15% of the respondents are above 5yrs.
- 71% of the respondents had training in the recent time, 29% of the respondents didn't had any training.
- 34% of the respondents got training program in leadership development, 31% of the respondents got in Technical skills, 23% got the training in software skills, 12% got the training in soft skills.
- 27% of the respondents get the notification about the training via email notification, 16% of the respondents get the notification by Intranet, 56% of the respondents get by direct management Communication.
- 27% of the respondents are Highly Satisfied with the training programs, 45% of the respondents are satisfied, 11% are Neutral, 11% are Dissatisfied, 6% are Highly Dissatisfied.
- 83% of the respondents says that yes for future training initiative should focus on any particular training subjects, 17% respondents says No
- 71% of the respondents says yes there will be specific team for the training programs, 29% of the respondents says No
- 46% of the respondents says Feedback of the employees will determine the training program results, 20% of the respondents says Effectiveness, 34% of the respondents says Output Delivery.
- 80% of the respondents says Yes there are mentors who personally help them to develop their abilities and knowledge, 20% says No.

- 19% of the respondents take the training programs for promotions, 32% of the respondents take for recognition, 49% of the respondents take the training for Learning to the market ability.
- 42% of the respondents says there is a monetary benefits for the training programs, 58% says no there is no monetary benefits for the training programs.
- 88% of the respondents says that every one in the organisation will be given equal priorities for training at all levels, 12% says No.
- 37% of the respondents says by productivity only business can access the effect of training on workers productivity and skill knowledge, 33% says Employee behaviour, 30% says Feedback of the Employee.
- 41% of the respondent says that organisation will provide the opportunity to participate in outside training program, 59% says No.
- 30% of the respondents says promotions are the opportunities for the employees to further career, 16% of the respondents says Lateral Moves, 53% says Special Incentives.
- 44% of the respondents says Job rotation assist the staff using the knowledge by the training program, 30% of the respondents says Job Enlargement, 26% of the respondents says Job Enrichment.
- 35% of the respondents strongly agree for that the business values employee growth and development, 41% of the respondents agree, 9% are Neutral, 11% respondents disagree, 5% respondents strongly disagree.
- 66% of the respondents says yes there will be cross culture training, 34% of the respondents says No.
- 46% of the respondents says technological advancements will ensure its training program are current relevant for emerging market trends, 37% of the respondents says market Update, 17% of the respondents says benchmarking.
- 46% of the respondents are Highly Satisfied with the training and development initiatives, 34% of the respondents are Satisfied, 9% are Neutral, 7% are Dissatisfied, 4% are Highly Dissatisfied

Suggestions

- Investing in training and development programs is crucial to both personal and professional development. Here are some ideas for developing training and education programs that work

- Programs for Acclimating New workers To Your Organization's Culture, Values, and Work Expectations Design an all-encompassing onboarding procedure for new workers. Important team members should be introduced and foundational rules and processes outlined in this program.
- Workshops and training sessions focusing on the development of particular skills related to workers' jobs. Skills like speaking in public, organizing one's time effectively, leading others, resolving conflicts, and using technology are all examples.
- Mentorship and coaching programs should be set up so that more seasoned workers may help train and advise their younger colleagues. In addition, provide coaching sessions for those who want to advance their careers.
- Invest in e-learning systems or give access to online courses so that workers may advance their knowledge and abilities at their own speed and in their own time.
- Conferences and Seminars in the Industry Provide funding for or strongly recommend that staff attend industry-specific conferences and seminars to learn about cutting-edge developments, innovations, and best practices.
- Cross-training programs provide workers the opportunity to gain experience in areas outside of their normal responsibilities. This not only helps them learn new things, but it also improves their ability to work together.
- The goal of diversity and inclusion training is to create a more welcoming workplace by teaching people how to recognize and address their own unconscious biases.
- Programs for fostering leadership inside an organization by singling out and honing in on future leaders for intensive coaching and instruction.
- Enhancing Emotional Intelligence, Conflict Management, and Adaptability are Some of the Most Valuable Soft Skills in the Workplace.
- Promote an environment where workers are actively seeking out new knowledge and skills by providing financial incentives for obtaining relevant certifications and publicly acknowledging and praising those who take initiative to better themselves.
- Improve your team's ability to work together by having them participate in a series of team-building activities.
- Provide wellness programs that focus on employees' emotional and physical well-being, stress reduction, and maintaining a healthy work-life balance.
- Employees should be instructed in the art of customer service in order to increase both client pleasure and loyalty.

- Provide your staff with the tools they need to successfully navigate and adapt to organizational change with training in change management.
- seminars on Performance Management: Hold seminars on giving and receiving feedback on work, establishing and achieving goals, and other methods for enhancing productivity.
- Cybersecurity Awareness Training: Inform workers of the dangers posed online and how to effectively safeguard private information

CONCLUSION

Individual and organizational achievement are both heavily influenced by training and development programs. These programs play a crucial role in providing workers with the education, experience, and mindset they need to do their jobs well, develop with the organization, and deal with the dynamic nature of the business world. Organizations should modify training and development activities to meet their unique requirements. By implementing methods for regular evaluation and feedback, it is possible to identify problem areas and make progress toward fixing them. In the long run, money spent on employee training and development is money well spent on the company's future. When an organization has a culture that encourages and rewards learning and development, it can better respond to change, maintain its competitive edge, and have a talented staff that is invested in the company's success.

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