Training Needs Analysis

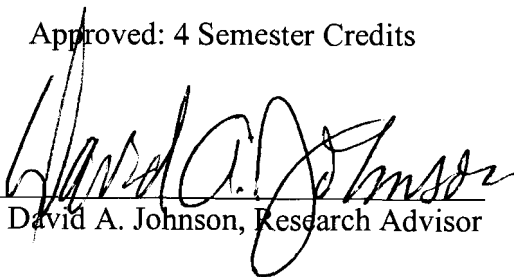**For Bachibanga Company in Botswana**

by

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ABSTRACT

Needs assessment focuses on the identification and prioritization of training needs. The analysis of training needs for this company will provide a focus and direction for the investment it makes in its employees' professional development plans. The purpose of this study is to survey employees of Bachibanga Company (fictitious name), collect data and provide recommendations for improvement. Data were collected through an online survey. This study conducts a systematic needs assessment to differentiate training solvable needs from other organizational needs within Bachibanga Company.

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Chapter I: Introduction

Introduction

Bachibanga is the fictitious name of an aviation service company in Botswana. Its mission statement is to ensure the safe and efficient use of the nation's airspace; to install and operate air navigation facilities; and to provide airport infrastructure essential for the existence of air transport (Company Annual booklet, 1996, page 6). The analysis of training needs for this company will provide a focus and direction for the investment it makes in its employees' professional development plans. Even when training needs appear to be obvious, it is still necessary to analyze specific knowledge and skill requirements in order to choose the appropriate methods that will meet them. Root causes for training deficiencies and possible solutions can be determined and implemented.

Training costs money; therefore, it must to add value to the organization by developing people in the most effective way. "Whether you are an experienced or inexperienced training professional, or the person responsible for 'people' issues, making your training count is the way to influence the future success of your organization. In order to do this, you must be able to match all training directly to the needs of the organization and the people in it" (Bartram S. & Gibson B. 2000 p.vii).

For Bachibanga Company to succeed in competitive international markets, it needs to invest fully in its people. Individuals need to achieve their full potential, enterprise and ideas must flourish, and learning must be accessible, relevant and stimulating. "Throughout the world, companies are realizing that the development of

their human resources are the key not only to business survival, but also to business success" (Gower, 1994, p.3).

According to Gower (1994), a training need exists in an organization where there is a gap between the present skills and knowledge of its employees and the skills and knowledge required for effective performance.

Gower (1994) stated that, a training need identification must do more than describe and justify (in terms of costs and benefits) what has to be learned. He also noted that there were three reasons that a training need occurs: First, whenever a person's job changes; this could come as a result of promotion, transfer, etc. Second, when the person changes, this is where individuals changes jobs, whether through choice or necessity, or preparing for future changes in their work within their present organization. The third reason for a training need to occur is as a result of performance deficiencies. Here indicators of learning needs that result from shortfalls in work performance include things such as operator faults and customer complaints.

Bartram & Gibson (2000), say there are consequences to not carrying out detailed analysis of training needs. They mentioned that whether you are going through boom times or slowdowns, you cannot afford to risk your investment in this way. They went on to say that the people who pay the price ultimately are the employees; without the right training, they can be the company's liability. Trained effectively, however, they can become the company's biggest asset.

Statement of the Problem

No real evaluation has been done for Bachibanga Company as a whole to differentiate training needs from other organizational needs, as well as, identify any new training needs. This study investigates the contribution that training can make to organizational growth and how its success can be recognized. Benefits of the study may range from identifying appropriate methods to determine organizational needs, appreciation that training is not the only method to solve organizational needs, and reduction in staff turnover.

Purpose of the study

The purpose of this study is to conduct a systematic needs assessment to differentiate training solvable needs from other organizational needs within Bachibanga Company. Upon completion of the project, the organization will be in a position to identify the problems, determine whether training provides viable solutions and select the best intervention methods to solve the identified problems. Organizational needs will be identified by defining or setting standards for optimal levels of proficiency for each job position and then measuring current levels of proficiency. The differences between optimal and current levels will comprise the needs, and training may or may not meet those needs. By analyzing the current capabilities of employees, it is much easier to predict and overcome potential barriers to achieving the company's new goals (Bartram & Gibson, 2000).

The results of the study will help Bachibanga Company know who needs to be developed and what training is required for people to improve performance. The needs assessment findings will help to measure employee performance by knowing their current

output, versus their intended output. The difference between the two will be the performance gap, which tells them how much they need to produce to reach the target. The study will help the organization distinguish between the training needs of the organization and training needs of individual employees.

The company's high priority training needs will become apparent and the benefits of meeting those needs will be measured against the initial costs. This will help Bachibanga Company reduce its training expenditures by providing only required training, not just training for training's sake. The company will also consider other performance improvement factors, as that will assist the company to motivate employees whose needs are met. As soon as the company realizes that training is not always the best tool for improving performance, it will then consider non-training solutions. Some of the non-training alternatives might be an increase in salary and rewards, improved work environment, improved technology, expanding their infrastructure and taking into consideration workers' social welfare. The final result will be improved performance and being able to retain talented employees.

The study will help the Bachibanga Company to retain talented and dependable workers. Employees will then work harder because they would feel that they are an important part of the organization, not just regarded as tools to take the company to greater heights. This will make workers feel responsible, resulting in higher levels of performance and productivity. "Before investing in any new training initiative, training administrators should review the results of a complete training needs analysis. There are several assessment strategies that provide information about training needs, and the more

accurate the information, the greater the return on the training investment" (Austin M. 1994, p.1).

Study results will be used to: Relate training needs to the goals of the organization; Link organization needs to individual employee training needs; and Identify external forces affecting the organization, such as employee lifestyle, values systems, government regulations, and economic realities. This study will also analyze reasons for high turnover and grievance rates, labor management confrontations, and high product reject rates.

Assumptions of the study

It will be assumed that the researcher will be able to identify department training solvable needs, as well as other organizational needs that do not require training. It is also assumed that participants will give honest opinions when completing the survey, not what they think the researcher wants to hear.

Definition of Terms

Bachibanga: Fictitious name for the company studied.

Benchmarking: "Refers to the use of a superior standard of practice against which to compare and improve one's own practices" (Hiam, 1992, p.280).

Human Development: "A set of systematic and planned activities designed by an organization to provide its members with necessary skills to meet current and future job demands" (DeSimone, Werner & Harris 2002, p.664).

Motivation: "Psychological processes that causes the arousal, direction, and persistence of voluntary actions that are goal directed" (DeSimone, Werner & Harris 2002, p.668).

Needs Assessment: "A process by which an organization's HRD needs are identified and articulated. It is the starting point of the HRD and training process" (DeSimone, Werner & Harris 2002, p.668).

Organizational Development: "The process of enhancing the effectiveness of an organization and the well-being of its members through planned interventions that apply behavioral science concepts. It emphasizes both macro-level and micro-level organizational changes" (DeSimone, Werner & Harris 2002, p.669).

Organizational/Business Needs: "goals for the organization" (Koehler, 1995, p.24).

Performance: "is defined as behavior or action that is relevant for the organization's goals and that can be scaled (measured) in terms of the level of proficiency (or contribution to goals) that represented by a particular action or set of actions" (Iigen & Pulakos, 1999, p.402).

Performance deficiency: the inability of a unit or individual to perform the required tasks to the established standards. (Hale & Whitlam, 2000. p.403).

Performance gap: "the difference between the current output and the intended output. "A product line that isn't moving, a vanishing profit margin, a level of sales that isn't up to corporate expectations" (Greenberg, 1999, p. 339).

Performance improvement: "the state whereby the organization wants to close the gap between where it is now and where it should be in terms of production" (Greenberg, 1999, p. 340).

Return on Investment (ROI) – "A measure of the benefit the organization receives by conducting the training program. It is the ratio of the results divided by the training costs" (DeSimone, Werner & Harris, 2002, p.672).

SMART: An abbreviation for "Specific, Measurable, Audacious, Results, and Time bound" (Hale & Whitlam, 2000, p.69).

Strategic Planning: "Decision-making processes in which decisions are made about establishing organizational purposes/mission, determining objectives, and selecting strategies" (Mintzberg, Quinn & Ghoshal, 1999, p.119).

Training: "A systematic process whereby an individual learns skills, abilities and knowledge to further both organizational and personal goals" (Rosenfeld & Wilson, 1999, p.31).

Training Need: "A gap between actual and expected performance that training is designed to address" (DeSimone, Werner & Harris, 2002, p.675).

Limitations of the study

The following are the limitations of the study:

1. The sample size is small because not all the Bachibanga employees have internet access.

2. Using a simple random sampling technique does not guarantee that the population is currently represented.

3. There are cultural and country specific attributes of the Bachibanga work force that might prevent the results from being generalized to another population.

4. The company has experienced significant staff turnover within the last five years. With this extreme loss within a short period, many participants in this study are new to their positions.

Methodology

This study focuses on an overall organization assessment of training needs at Bachibanga Company. The data will be collected through an online survey to employees. The results of the survey will help determine whether a training or non-training approach is the best solution to the identified problems.

CHAPTER II: Literature Review

Needs Assessment

Needs assessment is a process that focuses on the identification and prioritization of training needs. As industries undergo rapid change, the need to sort, add, discard, and ultimately integrate new knowledge and skills with that which was learned yesterday is a challenging task (Schneider, et al 1994). Bachibanga Company is a government agency which is currently in the process of becoming an aviation industry authority. This study will help Bachibanga Company identify training solvable needs among other organizational needs that do not require training. Training has always played some role within Bachibanga Company, but because of significant staff turnover that has taken place within the last five years, there is now a need to conduct a current needs assessment.

The literature associated with training needs is voluminous and varied. Topics considered in this review of literature include organizational needs which encompass human development, performance improvement, and organizational development. These topics establish a clear background for this study on how employee training has an impact on the company's profit, performance, production and employees' motivation.

Organizational Needs

Organizational need is also extensively discussed in the literature. The literature presents constructive information on how organizations can strategically plan to meet organizational needs. "Organizational needs are macro needs. They include improving productivity, building morale, and bettering competitive status. They emerge from

organization goals, objectives, and priorities. And they are met by some form of organization development" (William, 1992, p70).

Performance Deficiency

Performance deficiency is the inability of an individual or unit to perform the required tasks to the established standards. Causes may vary from low salary, lack of training, to a non-supportive work environment. "Without properly diagnosing a workplace performance gap, determining the most probable cause and calculating costs and values of alternative interventions, any choice is no more than a guess at a solution. You must apply a systematic means not only to diagnose before you prescribe, but also to cost out your interventions and calculate what the organization gets for its money and effort." (Front- end Results and Return on Investment, June 05, 2005, from *http://www.hsa-lps.com/Front%20End%Analysis.htm).*

Performance Improvement

Another term that has recently arrived in the field of Training and Development is Performance Improvement. It refers to the state whereby the organization wants to close the gap between where it is now and where it should be in terms of production. Performance Improvement is not limited to only training and HRD programs; it can also be achieved through meeting other organizational needs.

It is more important than ever today, that emphasis be placed on performance improvement in every area of the organization. Neglecting any key area can mean an embarrassing failure of the entire organization. An effective Performance Management system is required to regularly measure the outcomes of the Bachibanga organization and use this information to improve service delivery and adjust resource allocation. This is an

activity of tracking performance against targets and identifying opportunities for improvement. Through performance management, Bachibanga Company can better understand and respond to the needs of its customers and can more effectively communicate to them what it is accomplishing.

Performance improvement is the state whereby the organization wants to close the gap between where it is now and where it should be in terms of production. Although it is usually clear that there is need for performance improvement, the reasons why are usually not so obvious. It is therefore very important to analyze what is actually required to improve performance. Increases in employee performance usually result in increased company profitability.

Differentiating training needs from other organizational needs is important and it can help Bachibanga Company from making the mistake of just addressing problem symptoms instead of root causes. Challenges facing the company should be determined and critical steps taken to move the organization to higher performance levels. According to Koehler (1995), solutions to performance problems should be based upon a thorough analysis of causes of the problem. Koehler went on to note that solutions to problems are like keys and locks; they do not work if they do not fit. And if solutions are not the right ones, the problem does not get solved.

Organizational Development

"In many organizations, organizational development and training programs are conducted to meet the company's requirements. Obviously, organization and group needs are very important; they must be met if the organization is to prosper. But, they represent

only one side of the equation. Training and development programs must be conducted to meet the needs of individual employees also" (William T. 1992, P.66).

Coaching for competitive advantage can improve organizational effectiveness. This is because organizational success depends on the extent to which a coach can search for opportunities for growth and development, initiate important changes in the business, and enable those changes to take root and flourish by modeling the knowledge and allowing others to copy. Burn and Payment (2000) stated that coaching employees to succeed takes time, effort, and good skills. Therefore, trainers should be able to demonstrate all those little tricks which make life in the workplace easier. Managers are there to coach, counsel, and facilitate their employees' ability to contribute.

To lead creative change, it helps to understand the readiness of the organization to accept change. The typical approach for the original change should focus on structuring the need for the change and planning the use of the best methods to manage the change.

Benchmarking is an important management technique to improve organizational performance. It is an ongoing method of measuring and improving products, services and practices against the best that can be identified. It will identify the areas where Bachibanga Company should concentrate on in trying to achieve their best.

Organizational Culture

"Organizational Culture is a set of basic tacit assumptions about how the world is and ought to be that is shared by a set of people and determines their perception, thoughts, feelings and to some degree their overt behavior" (Rosenfeld & Wilson, 1999, p. 268). Cultural diversity is important as it enhances the creativity and problem solving abilities of the organization. Once an organization can incorporate differences, previously

untapped talented and energy will be focused on achieving organizational goals. Bachibanga Company can turn itself around, converting its deficiency into prosperity by changing its own culture.

Strategic planning

According to William (1992), planning is the keystone of effective management. Planning is particularly crucial in training and development, because without careful and complete planning, training and development programs are certain to be wasted. William further noted that without sound planning, training and development programs are not likely to support the plans and objectives of the enterprise as a whole.

Gower (1994) pointed out that Training and Development strategies will work best if emphasis is placed on putting individuals first and providing opportunities, whereby everyone can make maximum use of their potential. It is especially helpful if individuals are supported and motivated to make use of their talents. Employees' horizons need to be broadened and their expectations heightened. That is why there is need to shift performance demands from specific training solutions to a performance focused approach.

Bachibanga Company has to shift their emphasis from delivering training to focusing on achieving performance results. This approach would put the organization at a competitive advantage as its performance gaps will be detected, assessed, root causes to the problem identified and possible problem solutions determined.

The right service can be provided by addressing customer needs and balancing them with organizational goals. Being performance focused means discovering what is critical for the organization and being able to know what success looks like and knowing

what you are trying to achieve. To increase performance, there is need to be productive, develop a strategic plan to move the organization toward a human performance improvement emphasis and generate effective performance improvement ideas.

Management teams should be taught how to apply specific human performance improvement interventions to close existing or anticipated performance gaps. They should learn to apply knowledge, skills and resources needed to implement the strategic plan. Top management should also learn how to diagnose workplace problems and apply a variety of non-training solutions that improve performance and provide an increased return of investment.

Focus should also be on the future. Managers should be under pressure to perform and deliver greater efficiency and to ensure that most effective results are obtained. For Bachibanga Company to be really successful, it must maintain a good relationship with its customers and other business stakeholders. Communication and relationships are critical to success, as they build trust among workers and enhance understanding of business goals.

"We must evolve from training to a performance perspective. If we do not rise to the occasion now, others will. We will have missed the opportunity to be viewed as a value- added partner and we will risk being seen as a peripheral to the mainstream of the business. The time is now. Opportunity waits for no one. Performance consulting is the process by which we can work with management and others to identify and achieve performance excellence linked to business goals" (Koehler, 1995, p.6). Koehler also stated that organizations must shift from focusing on what people need to learn (training) to what they must do (performance).

Human Development

One might wonder why it is necessary that an organization has to develop its human resources and not just hire outside people who are already trained. The reason behind the necessity and value of training is to maximize employee commitment and motivation. Above all, technology changes so rapidly that it would be expensive to continually discard workers lacking skills in the new methods.

With the fast pace of the workplace today and the quick development of new products, services, and procedures, workers are continually called upon to improve their performance. Koehler (1995) says the performance demands placed on employees are growing; the work they are asked to do is changing. The challenge we face is to take full advantage of change, to expedite the movement from "old work" to high wage, higher-skill "new work."

Training

"Training is a systematic process whereby an individual learns skills, abilities and knowledge to further both organizational and personal goals" (Rosenfeld & Wilson, 1999, p.31). Training should be systematic and planned but flexible enough to cope with ad hoc requests. Training is expensive in terms of organizational resources and employees' time and effort. Therefore, the contribution that it makes to organizational growth and success should be recognized. Training needs can be recognized in and through day-to-day events such as operating problems, staff shortages, faults or complaints, or inability of staff to handle new situations. Training should not just be provided for the sake of training, otherwise it would be meaningless. It has to be done for the right purpose, with the right incumbents, at the right time.

According to Gower (1994), the first essential of any business is survival. All businesses need people who are skilled at something. What no business can avoid is the conclusion that it must have people who have some skills in order to survive.

Training can help to reduce the chance of mistakes that are made in businesses. It can also help to instruct employees on the actions they should take when a mistake comes to light. Gower (1994) stated that most of the time, the costs resulting from mistakes can be reduced if correct actions are taken early.

"Training should not be regarded as a once- and – for- all investment confined to young people only, but should be seen as a lifelong process of personal development" (Gower, 1994, p69). Gower gave training a better label. He said training is a maintenance cost. The investment is the cost of people; but to be most productive, people must be cared for and be given the opportunity to perform. Gower stated that training is one method which can be used to achieve this. He is not disputing that there are other methods for improving performance such as motivation.

Motivation

"Motivation is psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed" (DeSimone, 2002, p.668). Motivation can be seen as a benefit of training, as when employees are trained, they feel that their company cares for them and become motivated which encourages them to work harder, hence high performance. Employees need to be recognized as part of the system but not as tools to make the system grow. Motivation can be an internal or an external force. While much motivation is internal to each person, Bachibanga Company needs to

consider how other motivating factors such as pay, reward and assessment can provide incentives for improved skills and performance gained through training.

Rewards

Rewards are another factor that can cause performance deficiencies when they are not present. Employees need to be rewarded according to their performance in order for them feel motivated and be accountable for what they do. Well paying companies are able to retain talented workers. The consequences of failing to retain valuable people are far- reaching and can be disastrous for any enterprise: poor morale, low productivity, declining profits, and high turnover, with their associated high costs. "While it is acknowledged that people will respond to extrinsic motivators- a better job, a salary increase, and the like, the more potent motivators are intrinsic- self-esteem, recognition, better quality of life, greater self confidence and the like" (Gower, 1994, p.291).

Change

Gower (1994) stated that every business must change. As customers change, needs also change and circumstances also change. Gower (1994) says no business can remain static. Unfortunately change is a state which is not often welcomed. People become comfortable with their life- style and the way they work, and many view change with apprehension. According to Gower (1994), training is an essential method to help people with change. Change itself may be necessary for survival, but can also lead to increased productivity or reduced costs.

Change is constant at work today. No one can escape it. Still, too many changes in a short period of time throw most of the people off balance. William, (1992) p.67 stated that changes in enterprise operations, as well as in products and services, occur rapidly

and continuously. According to William, (1992) no enterprise can maintain its competitive status, let alone rise to a higher position in its industry, if it does not keep abreast of new developments replace obsolete equipment, introduce new procedures and techniques.

Innovation

Learning is about understanding and doing something new. Gower (1994) stated that people do not learn what they already know, and they do not learn to do what they already can, though one might learn to do it better. He went on to say that learning is about new things or innovation, and innovation is the secret of competitive success.

Standardization of work

The other benefit to the company which can happen through training is the standardization of work. A training program can help to ensure that all staff works in the same way, to the same standards. This can be a remedy to the company when there is staff turnover, as the training program provides continuity in the same standards. In this regard, the company will be able to always have knowledgeable workers. This benefit does not only come from training courses, it can also be translated into training manuals. "Many managers spend hours training new staff to do new jobs, only to find that when staff leaves, they must repeat the exercise" (Gower, 1994, p.16). The modern training manager should help line managers draft instruction manuals and booklets, which not only helps achieve standardization but reduces the training workload on the line manager.

Increased productivity

In order to stay in business in a competitive world, increased productivity is often crucial. Sometimes this increase can be achieved by a change in working systems, or by

automation. In both systems, workers have to be trained in the use of the system or new equipment.

According to Gower, (1994) increased productivity can also be achieved by making the workers themselves more skillful. Profits can be increased by reducing costs; but this is unlikely unless workers are helped to realize how costs are incurred and how they are saved. Gower concludes by saying that, all the changes demanded in a business require training; but more than this, training is a way of producing change.

CHAPTER III: Methodology

Introduction

Analyzing organizational needs is a way to find problems resulting in performance deficiencies within the organization and develop possible solutions to the identified problems. By conducting a systematic needs assessment, differentiation between training and non-training solvable organizational needs within Bachibanga Company were made.

Research Redesign

The study to determine how Bachibanga Company should analyze training needs will be conducted quantitatively. The information gathered will examine whether training is the possible solution to the identified problems. Training needs will be related to the goals and objectives of the organization. The study will analyze other organizational and human needs that have to be met for high performance. The study will also make employees aware that training is only one of various performance improvement tools available. The study will also analyze the reasons for high turnover rates.

Subject Selection and Description

Population

The population that will be used in the study will consist of people currently working for Bachibanga Company. This will cover employees working at different divisions and locations (cities). This will provide a diverse group of individuals in the study.

Sample

Due to the relatively large size of this organization, all the employees will not be used in the study; rather, a simple random sampling method will be used for selecting a sample of 50 people out of a population of 300.

Instrumentation

For this study, a survey will be developed. The survey format is derived in part from the readings of Leedy and Ormrod (2001). The study will contain a set of questions regarding level of employee competence on assigned tasks. This will determine whether workers have the knowledge and skills to do their jobs. There will also be a set of questions in which the researcher will determine why workers fail to perform tasks that they had previously performed. A number of items will address the type of training required by the job. The questions will be developed through the use of data collected during the review of literature for this study.

The survey answers will enable the researcher to determine the most common organizational needs, as well as what best actions can be taken to address them.

Data Collection Procedures

Once the survey has been developed, it will be distributed using the Internet and email. The email will be sent out to 50 employees of Bachibanga Company. Participants will be randomly selected individuals working for the company in different divisions and locations. The email containing the survey will include a letter to the participants detailing the purpose of the study, ensuring confidentiality of their responses, and offering them the opportunity to receive a copy of the results. One week after the initial surveys have been sent out, a second email message will be sent as a reminder to those

who have not yet completed the survey. Both the first and the second email will ask for all the surveys to be completed within a one week's time period. The total time allotted for surveys to be completed will be two weeks.

Data Analysis

After collecting all of the survey results, the researcher will analyze the data using a standard statistical approach to determine correlation. This data will then be organized and presented as findings, conclusions and recommendations.

Limitations

The Bachibanga Company has experienced significant staff turnover within the last five years. With this large loss within a short period, many of the study participants are new to their positions. Another limitation was the small sample size used, as not all the employees of this company had access to the internet. In this case, results may be biased, as it will only capture opinions of those with email accounts. Using a simple random sampling technique does not guarantee that the entire Bachibanga Company population will be adequately represented.

CHAPTER IV: Results

Introduction

A systematic needs assessment to differentiate training solvable needs from other

organizational needs within Bachibanga Company was conducted. Data were collected

through online surveys to employees. Demographic information revealed that out of the

twenty four participants who completed the survey, seventeen respondents (70.8%) were

employees who's length of employment did not exceed five years with the company (new

workers).

Survey

Survey questionnaires, including the cover letter that explained the purpose of the

study and assuring confidentiality, were emailed to 50 Bachibanga Company employees,

on May 26, 2005. Participants were requested to complete and return the survey email not

later than June 03, 2005 (which gave them a week).

During the one-week period, 23 surveys were completed and faxed to the

researcher. On June 04, 2005, a letter of reminder was emailed to those who had not yet

completed the survey. The reminder letter also requested that survey be returned not later

than June 10, 2005. By the end of the second week, a total number of 24 surveys were

received. This was 48% of the total surveys emailed out.

Item Analysis

The first two items were opinion questions trying to determine how happy people

were in their work environment.

The first question asked was: "What do you like best about your job?"

Respondents were given options of: "The people", "The diversity of skills you need to do

it", "The pay/benefits", "Other (please specify)". Out of the 24 people who completed the survey, four (16.7%) participants indicated that they liked the fact that their jobs make them interact with people. Sixteen people (66.7%) indicated that they liked the diversity of skills needed to do their job, and the remaining four respondents (16.7%) reflected that they liked the pay/benefits they got from their job.

The second question asked was: "What do you like least about your job?" Participants were given options of: "Amount of work required", "Not enough challenge", "Too many supervisors", "Nothing", "Other (please specify)". Here, two respondents (8.3%) indicated that it's the "amount of work required" that they liked least about their job. Five participants (20.8%) indicated that they do not like the fact that the job does "not have enough challenge." Nine respondents (37.5%) noted that they disliked having "too many supervisors." Two people (8.3%) indicated that there is "nothing that they dislike about their job", and 6 participants (25%) indicated that they "do not like the fact that their rewards were low."

The next two items (questions 3 & 4) gave the participants the opportunity to rate their competency level and determine what they think could be a cause if their competency was low.

Question three reads, "How do you rate your competency in the work you perform?" Respondents were given options of: "very high", "high", "low", and "very low". Out of the total of 24 respondents, nine (37.5%) indicated that their competency was very high. Twelve respondents (50%) reflected that theirs was high, and three people (12.5%) indicated that their competency was low.

Item four was to be answered by respondents who indicated low competency in item number three. In this case, only three participants (12.5%) responded to item four. Item four reads: "If your competency is low, what do you think is the cause?" Options given were: "Lack of sufficient equipment", "Lack of training", and "Other (please specify)". Out of three respondents who answered this question, one indicated lack of sufficient equipment, another person indicated lack of training, while the last respondent specified that competency was low as a result of low morale coming from low rewards.

Items 5, 6, 7, 8, 9, and 10 were training needs assessment questions to determine whether the employees know or do not know how to do the tasks required by their job. If they cannot perform the required tasks because they do not know how to do them, then it means they require training (need to be equipped with skills and knowledge to perform those tasks). If, however, they said that they had ever previously performed those tasks, then it meant they possessed the necessary skills and knowledge and would not require training. This circumstance would therefore require a non-training performance intervention.

Question five reads: "Are there any tasks you cannot perform in your job because you do not know how?" Options given were: "Yes", and "No". Four participants (16.7%) indicated that "Yes" there were some tasks they could not perform because they did not know how to perform them. Twenty respondents (83.3%) indicated that there were "No" tasks they could not perform in their jobs.

Item six was answered by four respondents (16.7%) who indicated "Yes" on the preceding item. Item six reads: "If yes, what are they?" All four respondents who answered this question specified that they lacked "Accounting" skills and knowledge.

Question seven reads: "Have you ever done those tasks identified in question six before?" Options given were: "Yes", and "No." Out of the four respondents who attempted this question, two of them indicated No" and two indicated "Yes."

Item eight was to be answered by the respondents who indicated that they had done those tasks before; therefore it was completed by two people. The question was: "If yes, when was the last time you did the task?" Options given were, "Within the past the three months", "3 months to a year ago", "More than a year ago", "Never while at this job position". Both of the respondents answered "Within the past three months."

Item nine was answered by four respondents who answered "Yes" to item five.

Question nine reads: "How frequently are you expected to complete those tasks?" Option given were: "Daily", "Weekly", "Monthly", "Quarterly", and " Other (please specify)". All the four respondents reflected that they were required to perform those tasks on a "Daily" basis.

Item number ten is also connected to the preceding five questions. It was answered by four people who have tasks that they do not know how to perform. Question ten follows: "How important is the task to the job?" Options given were: "Very important", "Important", "Unimportant", and "Very unimportant". All the four indicated that the tasks were "Very Important." Out of the twenty four people who responded to the survey, only four participants (16.7%) indicated that there were some tasks that they could not perform because "they did not know how to."

Items 11, 12, 13, 14, 15 and 16 are related. They examine if the company is providing training to its employees. Question 11 reads:"Have you received any training since joining this company?" Options given were: "Yes", and "No". Of the twenty four respondents, twenty two (91.7%) indicated "Yes", and two (8.3%) indicated "No."

Training opportunities tell employees that their company cares about them. If the company provides training to workers, then why is there still a performance deficiency? The answer is that the performance discrepancy cannot be solved through training. If there is a need to increase performance and training cannot fill the gap, then motivational factors such as increase in rewards, recognition by the company and appreciation should be taken into consideration. When employees are happy and satisfied, they will perform to their best potential. Workers need the company to appreciate that they play a big role for it to be in the market and they will act responsibly knowing that that they are part of the system.

Item 12 was completed by twenty two participants (91.7%) who indicated "Yes." Item 12 reads: "If yes, identify the type of training?" Here options ranged from; "Telecommunications Engineering", "Aerodromes", Flight Safety and Operations", "Air Transport", " Air Traffic Services, "Social Sciences, and "Other (please specify)". Three respondents (12.5%) indicated Telecommunications Engineering, two (8.3%) reflected Aerodromes, another two respondents indicated Flight Safety and Operations, two people reflected Air Transport, five participants (20.8%) indicated Air Traffic Services, and two reflected Social Sciences. Four (16.7%) specified that they received training on "Introduction to Computers" and the remaining four indicated they received training on

"Introduction to Aviation Management" This reveals that the Bachibanga Company trains employees in every division.

Question 13 reads: "Did the training received match your job responsibilities?" "Options were, "Yes", and "No". Out of the 22 respondents who indicated that they had received training with the company, 14 participants (63.6%) indicated that training received matched their job responsibilities. The remaining eight (36.4%) indicated that training received did not match their job responsibilities. This emphasizes the previous point that sometimes training is used as an intervention method, even when it is not needed.

Item 14 reads: "If no, what was the purpose of training?" Options were: Required for progression", and "Other (please specify)". This item was answered by eight people who indicated that the training provided did not match their job responsibilities. Out of eight, five indicated that training was required for progression, two of the remaining participants specified that it was a form of motivation to make them feel that the company cared for them. One respondent specified that the reason for training was not known. This shows that the company is aware that workers need to be motivated, but then it shows that shows that the company was using an inappropriate motivating factor.

Items 15 and 16 review the practicality of learning on-the-job. If it is practical, why not use more on-the-job training? It will reduce costs of sending workers to training, and it also makes time away from production more manageable.

Question 15 reads: "Where should the main effort be made to learn each of the tasks of the job?" Options given were: "Formal school training program", "Formal training given by employer", "On the job training", "No training needed", and "Other

(please explain)". Three respondents (12.5%) indicated formal school training program, six (25%) indicated formal training offered by the employer, thirteen (54.2%)people answered on-the job training, and two (8.3%) people explained that its through coaching and allowing others to learn from you.

Item 16 reads: "How practical is it to learn tasks on the job?" "Options given were, "very practical", "practical", "not practical", and "very unpractical". Of the twenty four respondents, eighteen (75%) indicated that it was very practical, four respondents (16.7%) that it was practical and two participants (8.3%) indicated that it was not practical.

Items 17 and 18 were also seeking respondents' opinions about how they view each others' performance. Question 17 reads: "From experience, do you feel that many workers perform certain activities unsatisfactorily, even after a reasonable amount of time on the job"? Options given were: "Yes", and "No". Seventeen (70.8%) respondents indicated "Yes" and seven (29.2%) participants indicated "No."

Item 18 reads: "If yes, how many? _____%. Suggest the main reasons for such performance". All of the seventeen respondents who answered yes indicated percentages ranging from 60% to 95%. Reasons suggested for such poor performance were: Lack of training (16.7%), low morale resulting from low rewards (54.3%), lack of resources (15%), and lack of recognition (14%). This reflects that factors improving performance vary from each circumstance. Unless workers are satisfied, they cannot not perform to their full potential.

Pie Chart 4.1: Performance Factors
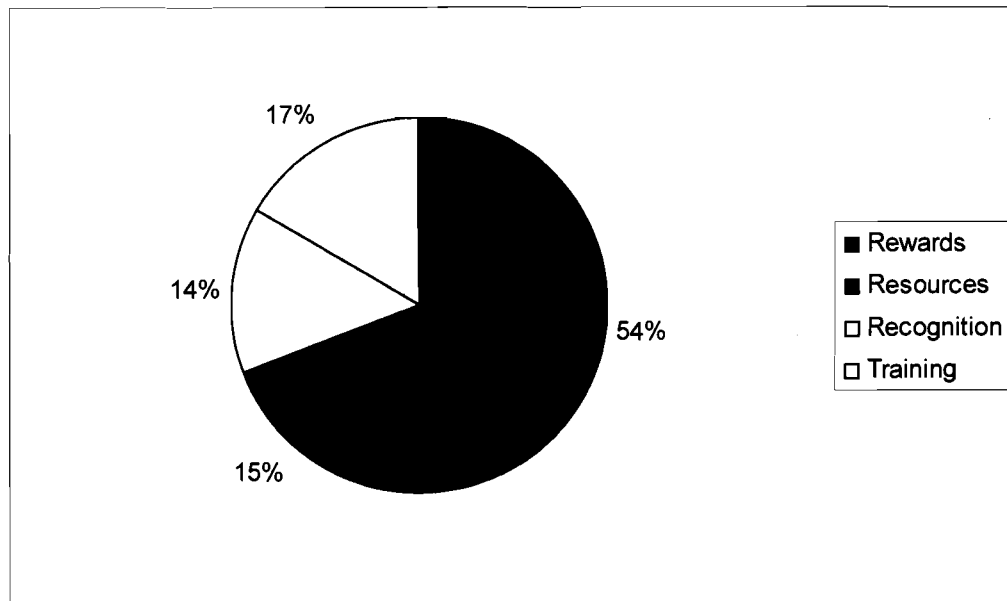
Pie Chart 4.1 illustrates the findings of item 18, that performance can be improved by the following approaches: training 16.7%, increase in rewards 54.3%, employee recognition 14%, and availability of resources 15%.

The last two items (19 and 20) also addressed the issue of achieving performance goals. The logic here was to determine whether training is a required method of improving performance.

Question 19 reads: "Were you put under pressure to reach a performance goal that you were not previously able to reach? Options given were, "Yes", and "No". Out of the 24 participants, 15 (62.5%) indicated "Yes" and the remaining nine (37.5%) respondents indicated "No."

The final item reads: "If yes, what were the obstacles?" (Check all that apply) "lack of training", "lack of resources", "lack of time", "too much workload", and "other (please specify)".

Of the 15 participants who indicted "Yes", two (13.3%) indicated lack of resources, another two (13.3%) participants reflected lack of training, one (6.7%) person indicated lack of time, five (33.3%) people indicated too much workload, and the last five (33.3%) participants specified that the main obstacle is low morale. No matter how much pressure you put on employees to perform, if they are not motivated, then the performance gap will exist. It shows that training is not always the right solution to the performance problem.

Chapter V: *Summary*

Training needs for Bachibanga Company were analyzed in this study. The purpose was to differentiate training solvable needs from other organizational needs. The study also examined various best possible solutions that can be used to improve performance in this company. Findings of the study are summarized in this chapter, conclusions and recommendations are also drawn here.

The study discussed the importance of conducting a systematic needs assessment to differentiate training solvable needs from other organizational needs within Bachibanga Company.

The survey was conducted on the employees of Bachibanga Company. An analysis on whether training is the required performance improvement tool for the company was made from the 20 survey questions. Findings, conclusions and recommendations were made.

Restatement of Limitations

The company has experienced a great turnover of staff within the last five years. With this extreme loss within a short period, many of the participants in this study are new to their positions. Another limitation was the small sample size used as not all the employees of this company had access to the internet. In this case, results may be biased as it will only capture opinions of those with email accounts. Using a simple random sampling technique does not guarantee that the population is currently represented. They are cultural and country specific attributes of the Bachibanga work force that might prevent the results from being generalized to another population.

Conclusions

It was revealed that training is not the only possible solution to improve performance in Bachibanga Company. In fact, analysis of this study indicates that training can only close the performance gap by 16.7%. Other performance improvement factors reviewed by the study include motivational factors such as, increase in rewards, recognition, appreciation, and availability of resources.

Bachibanga Company can convert its present deficiencies into prosperity by putting less emphasis on training and focus on other important performance improvement factors such as an increase in rewards, recognition and taking into consideration the social welfare of its workers. People are the key to future success of the Bachibanga Company and quality is the feature that sells goods and services. Therefore, it is motivated people who can assure quality.

Even when training is the best possible intervention method, there is need to assess the type of training required and then see if the training material is practical. For training to work effectively, the performance problem must be identified and analyzed. Then needs assessment must be conducted to determine if training is the best approach to solve the problem. Training materials must also be developed (building stage), and implemented (delivering stage). Finally, there is need to evaluate the training. Here, feedback has to be collected from participants on whether they learned, and follow- up should be made to their work place to see if they are applying the knowledge and skills learned.

Recommendations

As a result of completing this study, the following four recommendations for Bachibanga Company are made:

1. Refrain from making assumptions that training is always the best possible intervention to increase performance.

2. All employees are equally important. They are like parts of the body/system performing different tasks, but both aiming at achieving one goal. If one part does not perform well it affects the whole system. They need to consider everyone as important, not just a few certain company divisions regarded as backbones of the company.

3. Workers need to be motivated in a way that will please them. In that case, they will be able to perform to their full potential. To remain competitive in today's world, Bachibanga Company must have a highly skilled, adaptive, and motivated workforce. There must be return for the investment made in training.

4. Lastly, if training is required, it must be offered for the whole workforce not just for new hires. Individual workers must be encouraged to take an active role in their own professional and career development.

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Appendix A: Needs Analysis Questionnaire

NEEDS ANALYSIS QUESTIONNAIRE

General Instructions: Read each item carefully and circle the appropriate letter provided or write your response in the appropriate space. Please respond to all statements.

Demographic Information:

1. What division do you work in?
   a. Administration
   b. Aerodromes
   c. Air Traffic Services
   d. Air Transport
   e. Aviation Ground Services
   f. Flight Safety and Operations
   g. Telecommunications Engineering
   h. Other (please specify) _____

2. What is your present role within your division? (Please specify)_____

4. Previous position within company_____

5. Length of employment with company _____ (years)

6. What is your highest formal educational qualification and when was it obtained?
   Post graduate, obtained in _____ (year)
   First University degree, obtained in _____ (year)
   Technikon Degree/Diploma obtained in _____ (year)
   Diploma/National Higher Diploma, obtained in _____ (year)
   O' level, obtained in _____
   Junior Certificate, obtained in _____ (year)
   Standard seven, obtained in _____ (year)
   Other (specify) _____

7. If you have a university degree or technikon degree/diploma, in what field did you graduate? (Question applies to the highest degree obtained)
   a. Aerodromes
   b. Air Traffic Services
   c. Air Transport
   d. Flight Safety and Operations

e. Social Sciences
f. Telecommunications Engineering
g. Others (please specify)

_____

Please indicate your answer by circling the appropriate letter provided. In some questions you are requested to fill in the blanks. Please respond to all the questions.

1. What do you like best about your job?
   a. The people
   b. The diversity of skills you need to do it
   c. The pay/ or benefits
   d. Other (please specify) _____

2. What do you like least about your job?
   a. Amount of work required
   b. Not enough challenge
   c. Too many supervisors
   d. Nothing
   e. Other (please specify) _____

3. How do you rate your competency in the work you perform?
   a. Very high
   b. High
   c. Low
   d. Very low

4. If your competency is low, what do you think is the cause?
   a. Lack of sufficient equipment
   b. Lack of training
   c. Other (please specify) _____

Questions 5 – 10 refer to the daily tasks you perform:

5. Are there any tasks you cannot perform in your job because you do not know how?
   a. Yes
   b. No

6. If yes, what are they? _____

7. Have you ever done those tasks identified in question 6 before?
   a. Yes
   b. No

8. If yes, when was the last time you did the task?

    a. Within the past three months
    b. 3 months to a year ago
    c. More than a year ago
    d. Never while at this job position

9. How frequently are you expected to complete those tasks?
    a. Daily
    b. Weekly
    c. Monthly
    d. Quarterly
    e. Other (please specify)_____

10. How important is the task to the job?
    a. Very important
    b. Important
    c. Unimportant
    d. Very unimportant

11. Have you received any training since joining this company?
    a. Yes
    b. No

12. If yes, identify the type of training:
    a. Telecommunications Engineering
    b. Aerodromes
    c. Flight Safety and Operations
    d. Air Transport
    e. Air Traffic Services
    f. Social Sciences
    g. Other (Please specify) _____

13. Did the training received match your job responsibilities?
    a. Yes
    b. No

14. If no, what was the purpose of training?
    a. Required for progression
    b. Other (please specify) _____

15. Where should the main effort be made to learn each of the tasks of the job?
    a. Formal school training program
    b. Formal training given by employer
    c. On the job training

      d. No training needed

      e. Other (please explain)_____

16. How practical is it to learn tasks on the job?
      a. Very practical
      b. Practical
      c. Not practical
      d. Very unpractical

17. From experience, do you feel that many workers perform certain activities unsatisfactorily, even after a reasonable amount of time on the job?
      a. Yes
      b. No

18. If yes, how many? _____%. Suggest the main reason for such performance

_____

_____

_____

19. Were you put under pressure to reach a performance goal that you were not previously able to reach?
      a. Yes
      b. No

20. If yes, what were the obstacles? (check all that apply)
      a. Lack of resources
      b. Lack of training
      c. Lack of time
      d. Too much workload
      e. Other (please specify) _____

Appendix B: Needs Analysis Questionnaire Cover Letter

University of Wisconsin- Stout

Menomonie, WI

54751, USA

Tel. +1 715-529- 0875

May 27, 05

Bachibanga staff,

The purpose of the study is to conduct a systematic needs assessment to differentiate training solvable needs from other organizational needs. Please complete the attached questionnaire. Your participation in this study is voluntary. All information gathered will be kept strictly confidential and anonymous. A copy of results of the data will be made available to you through the departmental circulating mail. Kindly complete and return the survey email no later than June 03, 2005 (1 week from now).

Your cooperation in this survey is highly appreciated.

Thank you.

Cecilia Nfila

MS Training and Development Graduate Student

nfilac@uwstout.edu

Appendix C: Needs Analysis Questionnaire Follow up Letter

University of Wisconsin- Stout

Menomonie, WI

54751, USA

Tel. +1 715-529- 0875

June 04, 05

Bachibanga staff,

This letter serves as a reminder for the survey questionnaire emailed to you last week. If you have not had chance to complete the survey, you are kindly requested to do so. Your participation in this study is voluntary. All information gathered will be kept strictly confidential and anonymous. Kindly complete the attached questionnaire and return the survey email no later than June 10, 2005 (1 week from now).

Your cooperation in this survey is highly appreciated.

Thank you.

Cecilia Nfila

MS Training and Development Graduate Student

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