

## **A Study on Training Need Analysis (With Special Reference to Employees of Logistic Sector)**

Naman Pathak

Research Scholar (Management)  
Babu Banarasi Das University, Lucknow

Dr. Shweta Srivastava

Associate Professor (Management)  
Babu Banarasi Das University, Lucknow

**Abstract-** Training Needs Analysis (TNA) is the process in which the company identifies training and development needs of its employees so that they can do their job effectively. It involves a complete analysis of training needs required at various levels of the organization. This paper deals with Training Need Analysis of employees of a company in the Logistic sector. The main purpose of the study was to detect the method of training used for employees in logistic sector and methods used for TNA of employees and also detect the skills required by employees in logistic sector.

**Keywords-** Training, Training need analysis, Logistic sector in India.

### **Introduction**

“Edwin B. Flippo Said, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.”

In the words of Dale S. Beach, “Training is the organized procedure by which people learn knowledge and improve skill for a definite purpose.”

### **Purpose of training-**

- Training is needed for new employees so that they can get aware about the working culture of an organization.
- Existing employees also requires training to keep themselves updated with the latest change in technology, economy, working pattern, promotions, etc.
- Training is necessary in case of transfer also so that employees may get aware about the new working place.
- Training helps employees to cope with the change, and also to bridge the gap between current performance and desired performance.

### Areas of training

The areas of training in which training is offered may be classified into the following categories:

- **Knowledge** - To make employee aware of internal and external environment of organization.
- **Technical skills**- Specific skill of employees are enhanced ( e.g., operating a machine, handling computer etc.)
- **Social skills**-To train employees how to work in a team.
- **Managerial skills**- To manage time, crowd, workload, employees disputes, ETC.

### Training methods-

Training methods are usually classified by the location of instruction.

- **On the job training** –Training provided at the actual work place, where employees are familiar with the working conditions.

### ON THE JOB TRAINING METHODS



- **Off-the job training**- Training provided to employees away from their actual workplace. The allotted training place can be near also from the organization and it can be away also.



A Study on Training Need Analysis  
(With Special Reference to Employees of Logistic Sector)

“ Training needs analysis is the first stage in the training process and involves a series of steps that reveal whether training will help to solve problem which has been identified. Training can be described as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”-(Wikipedia.)

In plain sailing I would like to say that Training Need Analysis is the process of identifying the gap between the actual performance and desired performance of an employee.

### **Logistics industry in India**

Logistic includes all the managerial functions for the coherent and fruitful transportation and storage of goods. Only 10-15 per cent of the \$215-billion Indian logistics market is owned by organized players.

Blue Dart operates in the express logistics industry which, caters to multiple sectors as well as individual customers by providing time definite services. Express delivery services are used for various products such as securitized documents, electronic products, automotive components, temperature controlled shipments, trade samples, lifesaving drugs, mobile phones, etc.

**Training Need Analysis in Logistic (Blue Dart)-** This organization provides 6month off-the job training and 2months on-the-job training. Total 8months of training is been provided to the employees .This organization have different department but as I am considering logistics so employees of departments such as operations, Tele-calling, Client relationship management were my main focus. Logistics department employees has to deal with all kind of people some might be highly educated some are illiterate like drivers, guards ,etc so training is necessary to deal with all type of client and customers. Need Analysis was done among workers of 3 departments, namely, Operation, Tele-calling , Client Relationship Management

### **.Objectives of the Research**

- To detect the method of training used for employees in logistic sector
- To detect the method used for TNA of employees.
- To find-out the skills required by employees in logistic sector.

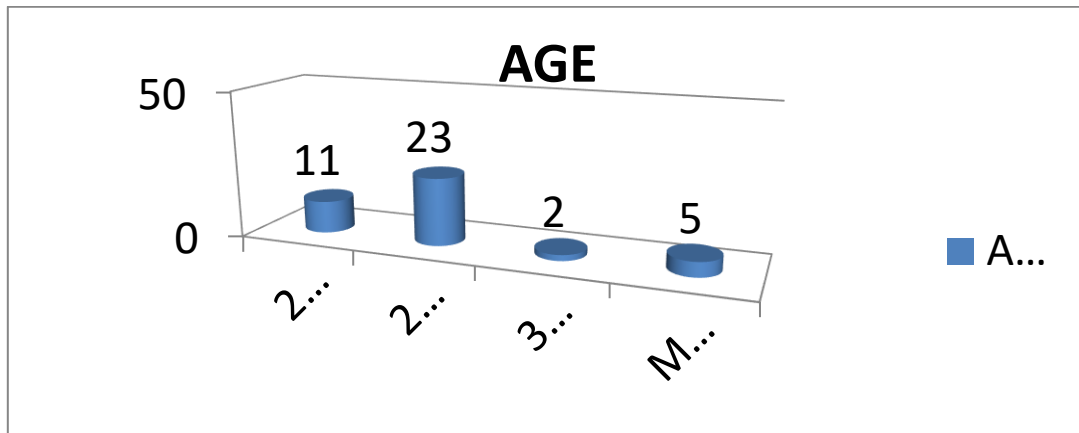
### **Research methodology..**

- Research design- This study is Descriptive and Exploratory in nature.
- Source of data- The source of data is primary data through interviews, questionnaire.
- Sample Unit- Blue Dart employees (employees of #department only i.e. operations, Tele-calling, client relationship management.

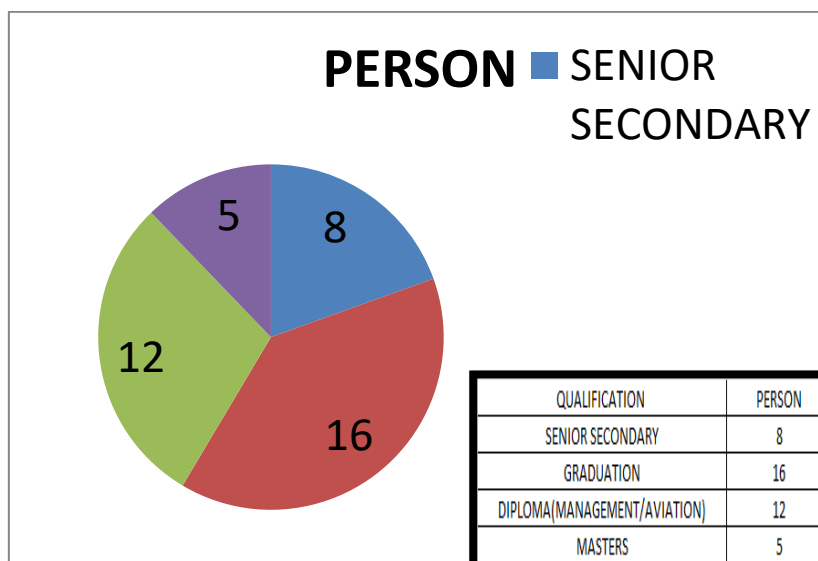
**Data analysis:-** Structured questionnaire was formulated to collect data from employees. Total questionnaire were circulated to 50 employees among them 41 responded and 09 did not respond. Analysis of the data has been shown through charts and graphs.

**1. Age-**

AGE	PERSON
20-24	11
25-30	23
31-40	2
MORE THAN 40	5

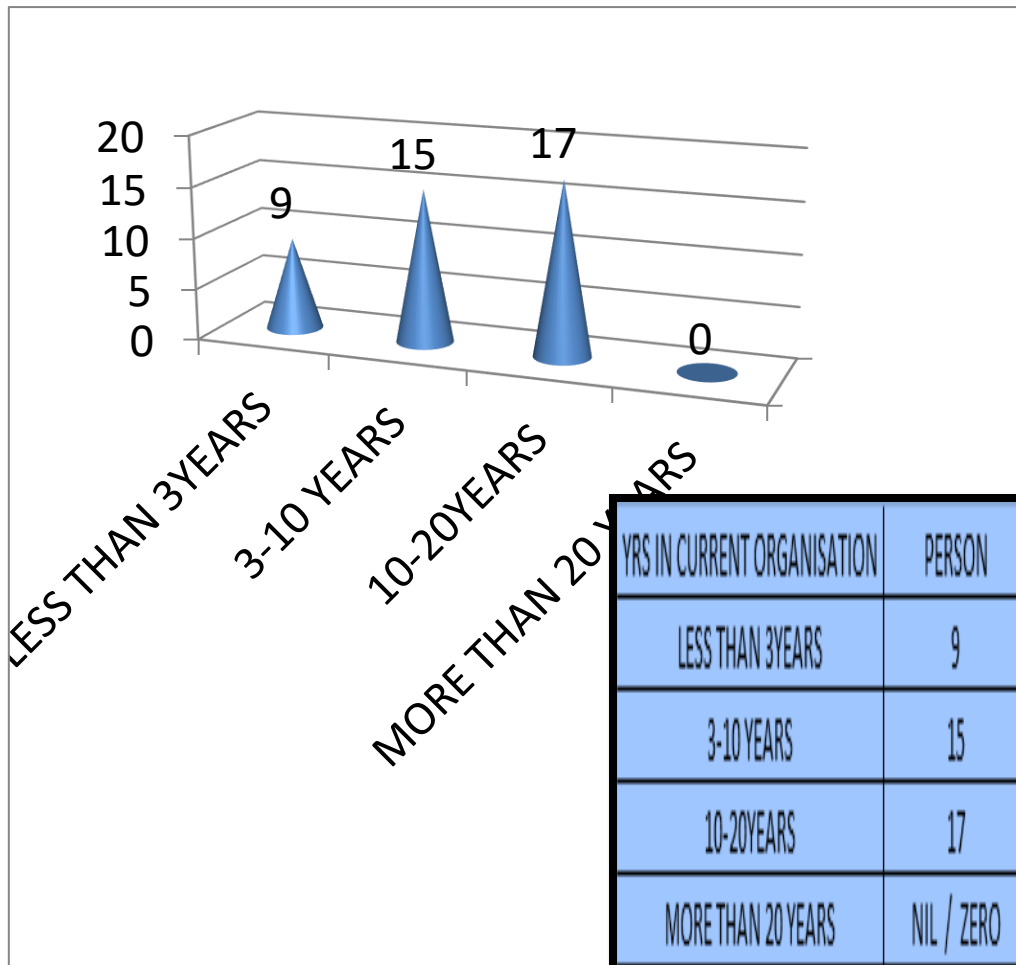


**2. Highest education qualification**



A Study on Training Need Analysis  
(With Special Reference to Employees of Logistic Sector)

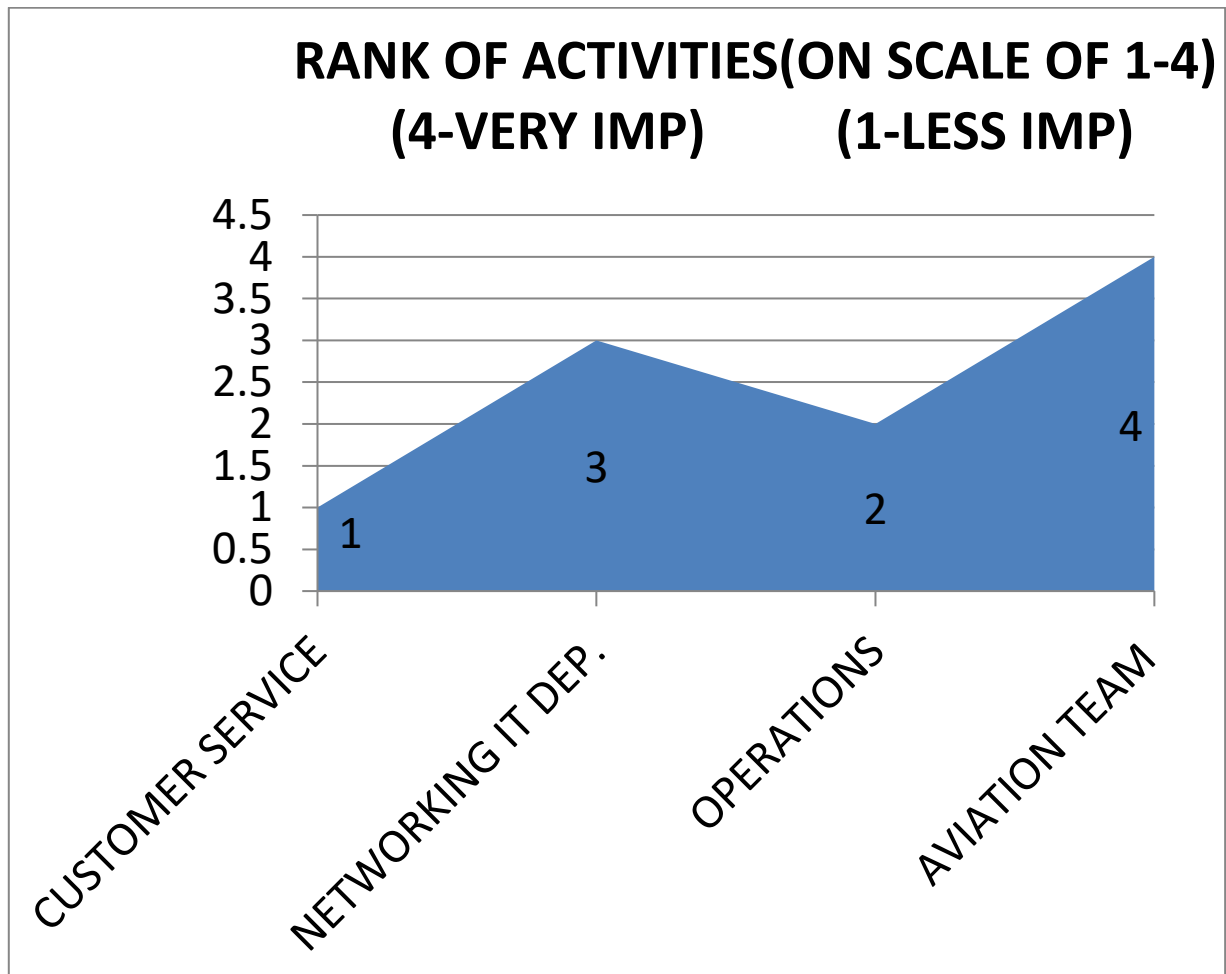
**3. No. Of years in current organization**



**4. Rank of activities (on scale of 1-4)**

- Customer service
- Networking
- Operations
- Aviation team

	<b>RANK OF ACTIVITIES(ON SCALE OF 1-4) (4-VERY IMP)(1-LESS IMP)</b>
<b>CUSTOMER SERVICE</b>	<b>1</b>
<b>NETWORKING IT DEP.</b>	<b>3</b>
<b>OPERATIONS</b>	<b>2</b>
<b>AVIATION TEAM</b>	<b>4</b>

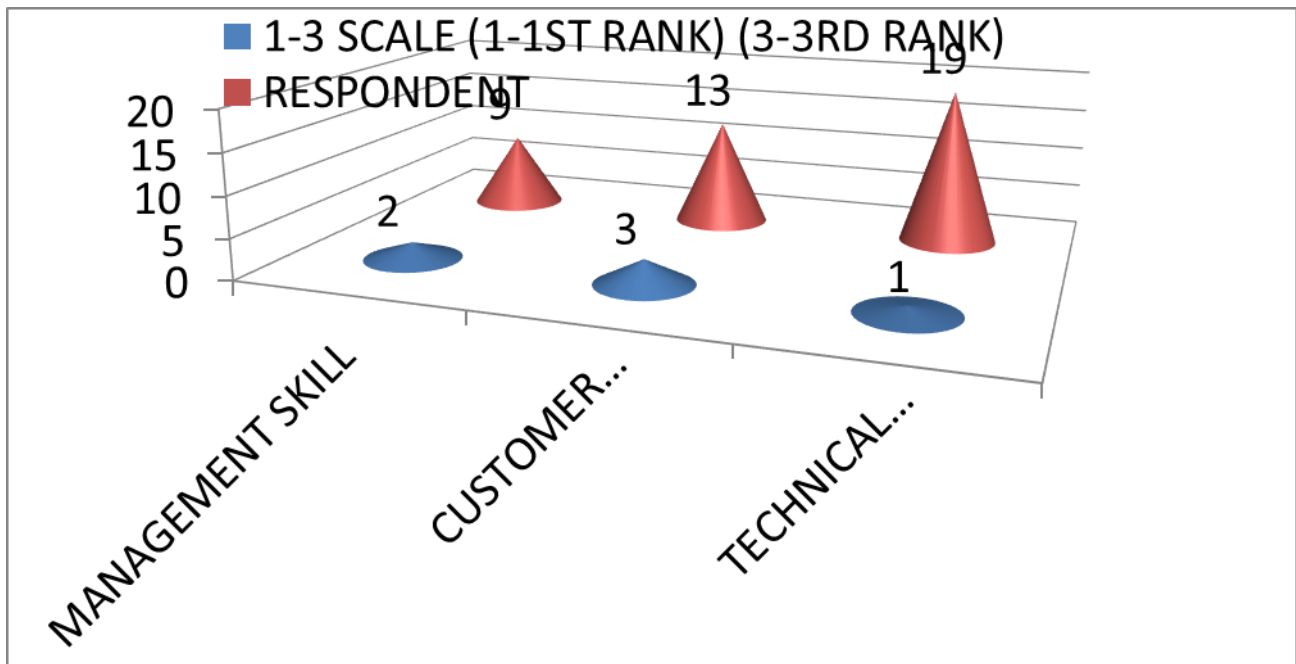


**5. Employee self rating their abilities on the scale of(1-3)**

- **Management skill**
- **Customer handling skill**
- **Technical skill**

<b>Column1</b>	<b>1-3 SCALE (1-1ST RANK) (3-3RD RANK)</b>	<b>RESPONDENT</b>
<b>MANAGEMENT SKILL</b>	<b>2</b>	<b>9</b>
<b>CUSTOMER HANDLING</b>	<b>3</b>	<b>13</b>
<b>TECHNICAL SKILL/TECHNOLOGY</b>	<b>1</b>	<b>19</b>

A Study on Training Need Analysis  
(With Special Reference to Employees of Logistic Sector)



**Findings:**

1. From the above graph we have find out that 22% employees are between 20-24years of age, 46% were between 25-30years of age, 4% were between 31-40years age and 10% employees are more than 40years.
2. We have find out that mostly employees are graduate i.e:32%, 24% are having diploma (management/aviation), 16% belong from senior secondary category, and 10% employees have masters degree.
3. We have find out that 34%employees were in the category of 10-20years of working in an organization, 30% were in the category of 3-10years and 18% were working since less than 3yeras and no employees were found under the category of more than 20years of working.
4. Ranking were given by employees on the basis of importance of activities. Customer service is been the top priority and has been given first rank by 44% of employees, 18% employees have given second rank to Operations, Networking was ranked 3<sup>rd</sup> by 12% of employees, And 4<sup>th</sup> rank was given to aviation team by 8% employees.
5. Employees have self rated their abilities based on 3categories i.e.; Management skills, Customer Handling skills and Technical skills. 38% Employees have ranked technical skill as 1<sup>st</sup>, 18% have given second rank to management skill and 3<sup>rd</sup> rank was given to customer handling skills by 26%employees.
6. 72% employees said that classroom training program is very much effective and ranked it as 1<sup>st</sup>, whereas 10%were not agree they said it is less effective.
7. 58% employees have agreed that on the job training is very much effective and 24% said that it is less effective.

8. 38% employees responded that senior management plays the most important role in conducting TNA , 22% employees responded that on-the-job experience/challenges also plays an important role in conducting TNA, customer feedback also considered as important factor for conducting TNA by 12% employees and classroom training does not plays that importance in conducting TNA.
9. Both on the job and off the job training method is used for employees training in this organization and mostly in all the logistic organization.

### **Conclusion:**

This paper concludes that On-the-job training method is very most commonly used and also very effective for employee's in this sector. Logistics will have great job opportunities in future for fresher's as well as for experienced personnel also. This field not only requires young and energetic talent but also experienced personnel for managerial functions. Logistics provides the good platform for overall personality development of an individual. As it enhances leadership skills, managerial skills, technical skills and ability to deal with people, it grooms the individual. Last but not the least would like to say that in coming years logistic industries will shine brighter and employees of logistic trait will have a good future.

### **Reference:**

1. Boydell, T. and Leary, M. (1996). Identifying Training Needs. London : Institute of Personnel and Development.
2. Holton, E.F., I,II, Bates, R. A., & Naquin, S. S. (2000). Large-scale performance-driven training needs assessment: A case study. *Public Personnel Management*, 29(2), 249-267.
3. Leat, M. J., & Lovell, M. J. (1997). Training needs analysis: Weaknesses in the conventional approach. *Journal of European Industrial Training*, 21(4), 143-153.
4. Schneier, C. E., Guthrie, J. P., & Olian, J. D. (1988). A practical approach to conducting and using the training needs assessment. *Public Personnel Management*, 17(2), 191.
5. Anderson, J.E. (2000), Training needs assessment, evaluation, success, and organizational strategy and effectiveness: An exploration of the relationships. (Doctoral Dissertation, Utah State University, Logan, UT).
6. Goldstein, I. L.(1989). *Frontiers of industrial and organizational psychology*. The Jossey-Bass management series and The Jossey-Bass social and behavioral science series. *Training & Development in Organizations*. San Francisco, CA, US: Jossey-Bass.
7. Greenberg, J. (1999). *Managing Behaviour in Organizations*. New Jersey: Pearson.
8. <https://indiancompanies.in/logistics-industry-in-india-indian-logistics-market/>