

# A Study on the Effectiveness of Training Needs Analysis (TNA) in Selected Manufacturing Companies in Johor Bahru During the Covid-19 Pandemic

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## ABSTRACT

The COVID-19 pandemic has caused one of the most serious and devastating crises in this century. Although the affected countries responded instantly to help the displaced workers with supporting packages and funding for training, further actions and measures will be needed. Providing the employees with the right reskill and up-skill the employees is vital in meeting the challenges faced by companies. The COVID-19 pandemic restricts the companies to exercise the essential levels in training needs analysis (TNA) when conducting and planning their training plan. It is more informal and not systematic without conducting any specified analysis. Hence the companies faced difficulties in training their employees properly. Training that is commonly carried out in the companies no longer reflects the company's strategic objectives. In addition, the efforts would no longer be contributed back to the organization due to the fact the training needs are not appropriately analysed as they have less manpower to work with during the pandemic. The objectives of this paper are; (1) to explore and analyse the current practices of the TNA in the manufacturing companies in Johor Bahru, (2) to focus on how TNA can be approached effectively and get it implemented in companies, and (3) to propose methods that will match with the current pandemic situation which can lead to better understanding and practices of the TNA. This exploratory research is qualitative in nature which employs case studies of the selected manufacturing companies in Johor Bahru. Fifty-one (51) respondents selected in this study are twenty (20) human resource managers, eleven (11) trainers and twenty (20) trainees from four different manufacturing companies in Johor Bahru. The selection of the four manufacturing companies is based on the accessibility of data during the pandemic as travel is restricted. Semi-structured interviews will be used for two reasons, first, it provides access to participants who already had the TNA process and secondly it provides a useful balance between a highly formal structured approach and an informal dialogue approach that promotes the research. This approach is also used to better understand the views of the participants, and also to do further exploration and close observation during the process. The data collected will be analysed and this involves three activities such as data reduction, data display and data conclusion. Coding methods will be used to analyse data collected and this includes the identification and the attributes being discovered in the data. To further analyse the data, NVivo software will be used which will draw inferences and draw conclusions from the data. The findings from this study are expected to provide a significant contribution to the practice of TNA in companies, which will eventually enable companies to maximize the contribution of training as a source of competitive advantage.

**Keywords:** Training Needs Analysis, Human Resource Development, organizational development, manufacturing companies, case study