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TRAINING NEEDS ANALYSIS FOR INDUSTRY USING THE IRWIN GOLDSTEIN METHOD APPROACH

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ABSTRACT

A good organization is supported by good management and employees who have adequate knowledge and skills in carrying out their functions and duties. The organization provides a management system that makes it easy for members of the organization to run the system so that organizational performance is easy to control. Employees with adequate quality and competence are able to bring the organization to a more advanced direction. They are trained and have the desire to continue to grow and develop into individuals needed by the organization in achieving its goals. The rapid development of technology and industry today has resulted in many adjustments and system changes in management. In the new normal era where all work activities have begun to be directed online-based, many organizations carry out training needs analysis in obtaining information on what training is suitable to be held in improving organizational performance. This study describes the theory of training needs analysis for organizations. And this study aims to obtain information about what is needed in analyzing training needs for organizations. The research method used is a qualitative method using a literature review approach. The results of this study were selected as a training needs analysis tool by using an organizational analysis approach to the strategy of the Irwin Goldstein method which sets 4 indicators, namely: (1) organizational goals; (2) organizational resources; (3) organizational climate; and (4) environmental constraints.

Keywords: *training, organizational strategy, Irwin Goldstein method*

PREFACE

Every organization needs to have people who are trained and experienced to do the activities that have to be done. As jobs become more complex, and the importance of employee training in this era continues to increase. When the job is simple, easy to learn, employees don't need to upgrade or change their skills. However, the rapid changes taking place in an already sophisticated and complex society have created increasing pressure for organizations to re-select products and services produced by certain production processes and offered to the market, as well as identify the types of jobs required and the types of skills required to complete them. profession. In the rapidly changing world of society, employee training is not only a desirable activity but also an activity an organization must undertake if it is to retain a decent and knowledgeable workforce. (Sundari, 2022); (Rigby, C.S & Ryan, 2018); (Sheehan, M., Garavan, T.N., 2014);

(Werner, J.M., & DeSimore, 2011)

The objectives of employee training are as follows:

a) To Increase Productivity: An instructor can help employees increase their level of performance on their current duties. Improved human performance often leads to increased operational productivity and increased corporate profits.

b) To improve Quality: More knowledgeable workers are less likely to make operational errors. Quality improvement may be related to a company's products or services or refer to an intangible organizational work environment.

c) Meeting Future Needs: Organizations that have a good internal program for development must make changes and adjustments to the workforce that are not too drastic in the event of a sudden change of personnel. When required, organizational vacancies can be easily managed by maintaining adequate instructional programs for non-supervisor and managerial employees.

d) To improve Organizational Climate: An endless chain of positive reactions results from a well-planned training program.

e) To improve Health and Safety: Proper training can help prevent industrial accidents. A safer atmosphere leads to a more stable mental attitude of employees. Managerial mental status will also improve, if supervisors know that they can improve themselves through development programs designed by the company.

f) Obsolescence Prevention: Training and development programs foster employee initiative and creativity and help prevent workforce obsolescence due to age, temperament, or one's motivation or inability to adapt to technological changes.

g) Personal Growth: Employees personally benefit individually from exposure to their educational expressions. Management development programs seem to provide participants with a broader awareness, expanded skills and enlightening philosophy that is realistic and enables personal growth.

Recently the need for training has emerged for various reasons.

a. To provide newcomer employees with the basic knowledge and skills they need for intelligent performance of

certain tasks.

b. To assist employers to function more effectively in their current position by exposing them to the latest concepts, information and techniques and developing the skills they need in their particular field.

c. To build a second line of competent officers and prepare them for positions of greater responsibility.

d. To broaden the minds of senior managers by giving them the opportunity to exchange experiences inside and outside with the aim of correcting the narrow view that may arise from overspecialization.

e. To provide education to customers to meet the company's training needs, especially those related to the public.

f. To reduce supervision time, reduce waste and spoilage of raw materials and produce quality products.

g. To reduce defects and minimize accident rates.

h. To maintain the validity of the organization as a whole and improve the morale of its employees.

i. Maintain labor turnover arising from normal situations such as death or physical disability, from accidents, early retirement, voluntary retirement, promotions in organizations and job changes.

j. Existing employees need refresher courses so that they can keep up with the changing methods, techniques, equipment and sophisticated machinery. To absorb new technology in production.

This organizational approach can be done if there is a change in strategic plans or changes in corporate values. Under these conditions, training is an important part in forming competencies and instilling the values desired by the company.

Literature Review

I. Training Needs Analysis

In carrying out training, the first and foremost thing is a training needs analysis. Analysis of training needs will reflect the actual situation faced by prospective trainees in carrying out their duties, when compared to something that is standard. (Ananta, n.d.); (Wilson, 2005)

Training needs analysis is basically a data collection process used to identify and compare the organization's actual performance level with the projected (desired) level of performance. A training need arises when there

is a gap between what a person needs to do their job competently and what they actually know. A "training needs assessment" or "training needs analysis" is a method of determining if there is a training need and if so, what training is needed to fill the gap. (Sundari, 2022); (Wilson, 2005) The results of the training needs analysis will highlight the subject matter that needs to be covered during the training course. The knowledge and skills acquired during the training will enhance abilities and enable participants to perform their jobs at an acceptable level. A needs assessment can be very simple and clear. For example, when a new information system is introduced, it is assumed that no one has the knowledge to operate it and training needs are noted. However, if the organization changes the system, the need may not be so clear. (Sundari, 2022) By conducting a training needs analysis, organizations can target groups that need to be trained and hone exactly what training is needed. (Wiwin Herwina, 2021)

The purpose of conducting a needs assessment is to prevent a quick fix approach to a business problem. A properly done training needs analysis will ensure solutions, address real problems and effectively focus appropriate resources, time and effort towards targeted solutions.

A. Reasons for conducting a training needs assessment

a) To determine whether training is required
b) To determine the cause of poor performance
c) Determine the content and scope of the training
d) To determine the desired training results
e) To provide a measurement basis
f) To get management support

B. Needs Assessment Process

Assessments can be carried out as detailed and involved as needed. Factors to consider when considering the level of detail of a training are time, money, number of people involved, criticality of skills, anticipated return on investment, available resources, etc. (Wiwin Herwina, 2021)

The comparison of several factors between in-depth and mini-assessment is as follows: (Wilson, 2005)

Tabel 1: Comparison of Training Needs Assessment

Manajer populasi sasaran	Klien
Laporan langsung (mereka yang melapor ke populasi sasaran)	Pesaing
Teman kerja dan rekanan	Pakar Industri atau Pengamat
Manajemen senior	Personel sumber daya manusia
Populasi sasaran	Vendor

C. Determine who will be judged

This depends on the purpose and depth of the analysis. Individual categories may include:

Tabel 2: Categories of Individuals to be Assessed

Indikator	Secara Mendalam	Mini
Jenis Metode Informasi	- Kuantitatif - Survey Pendekatan Bertingkat - Pengamatan pada Wawancara - Fokus pada Kelompok - Pemeriksaan Dokumen-dokumen	- Kualitatif - Wawancara - Fokus pada kelompok
Ruang Lingkup	- Keterlibatan organisasi luas - Tujuan yang luas	- Sedikit orang yang terlibat - Fokus jangka pendek
Durasi	Beberapa bulan hingga satu tahun	Beberapa hari hingga seminggu
Fokus	Terkait dengan hasil keluaran yang sudah ditentukan	Segera, dan hasil yang dibutuhkan cepat
Paparan	Risiko tinggi	Resiko lebih rendah
Biaya	Mahal	Murah

II. ANALYSIS REQUIREMENT LEVELS

Needs can exist at one of at least three levels, taking into account the organization, the job/task and the individual. To ensure effective HRD efforts, needs must be measured at every level. As a result, three types of assessment must be carried out: organizational analysis, task analysis, and people analysis. Each level of assessment measures various aspects of the organization. Organizational Strategic Analysis suggests where in organizational training is needed and under what conditions it will occur. Task analysis describes what must be done to do a job or complete a process successfully. People analysis reveals who needs to be trained, and what kind of training they need. (Sundari, 2022);(Rao, 2010); (Wiwin Herwina, 2021).

a) There are three situations in which organizations are required to carry out such an analysis, which are as follows:

b) Performance Problem, related to performance where the organization's employees experience quality degradation or the gap between performance and work standards that have been set.

c) New systems and technology, relating to the use of computers, procedures or new technologies adopted to improve the company's operational efficiency.

d) Automatic and habitual training, related to training that is traditionally carried out based on certain requirements such as legal obligations such as health and safety issues. (Goldstein, 1974)

RESEARCH METHODS

The method used in this paper is a qualitative method that uses a library study approach. While the strategic organization analysis method used is the Irwin Goldstein method.

RESULTS AND DISCUSSION

Production prepares manpower requirements and finalizes manpower plans with the personnel department

which in turn arranges recruitment and training. (Pawar, Avinash, Kusmiati, Mia & Suryaningprang, 2021). The Organizational Strategic Analysis suggests the following, where in the organization training will be required and under what conditions it will occur. Analysis of organizational needs requires a broad view or "whole system" of the organization and what it is trying to achieve. Organizational characteristics studied may include goals and objectives, reward systems, planning systems, delegation and control systems, and communication systems. According to Irwin Goldstein, the components of organizational analysis are as follows (Goldstein, 1974); (Sundari, 2022):

a. Organization goals:

Understanding the organization's goals and strategies provides a starting point in identifying organizational effectiveness. The areas where the organization is achieving its goals may not require training efforts, but should be monitored to ensure that opportunities for improvement and potential problems are identified early on. Effective areas can be used as models, and as a source of ideas on how things can be done more effectively in other areas. Areas where objectives are not being met should be further examined and targeted for HRD or management efforts.

b. Organizational Resources:

Awareness of organizational resources is very useful in determining HRD needs. Obviously, the amount of money available is an important determinant of HRD efforts. In addition, knowledge of resources such as facilities, existing materials and expertise in the organization also affects how HRD is carried out. For example, if there are no classrooms or conference facilities within the organization, scheduling and locating training programs can be very difficult and expensive. In this case, it may be necessary to use a location within a hotel, such as a conference center or hotel, or to schedule programs in the company cafeteria after hours.

c. Organizational Climate:

The climate in the organization is an important factor in the success of the training program. If the climate is not conducive to programme, design and implementation, the program will be

difficult. For example, if the manager and the employee do not trust each other, the employee may not participate fully and freely in the training program. Similarly, if problems exist between senior and middle management, as has happened in many organizations during recent downsizing and restructuring efforts, middle managers may resist or not fully cooperate in training efforts, middle managers may not resist or not fully work. same. operating in a training effort seriously reduces the effectiveness of training. Research shows that the transfer of an organization's training climate will affect whether employees use the skills they acquired in the training program on the job.

d. Environmental Constraints:

Environmental constraints include legal, social, political and economic problems faced by organizations. The demand for certain types of training programs can be affected by this constraint. For example, in late 1991, allegations of sexual harassment made by Anita Hill during a Senate confirmation hearing for Supreme Court justice candidate Clarence Thomas raised awareness of this volatile social issue. Many organizations responded by offering workshops to educate managers and employees about what sexual harassment is and how it should be addressed. Knowledge of the legal issues in question can ensure that HRD efforts are appropriate and will not become a source of trouble. For example, the goal of equal employment opportunity should be considered when determining how people will be assigned to a training programme, especially if the program is a prerequisite for entering a particular occupation. Similarly, economic issues such as increased competition can also have an impact on training programmes. If an organization decides to reduce staff as part of a cost-cutting program, training may be needed to ensure that the retained employees will be able to perform the tasks performed by the laid-off workers. (Sundari, 2022); (Hariyono & Widyaiswara BDK Surabaya, n.d.)

1. In an industry, one of the responsibilities of the production manager is to analyze the training

needs in the industry and to design worker training so that it will motivate workers to achieve higher productivity. (Pawar, Avinash, Kusmiati, Mia & Suryaningprang, 2021); Market expansion and product innovation are demands in the industrial world, so the industry requires better skills, especially at the production level as an effort to improve performance and understanding of new products (Kristina, 2013). Organizational analysis depends on the particular organization. Irwin Goldstein provides a list of questions to ask during an organizational needs analysis, which also summarizes some important issues (Sundari, 2022); (Goldstein, 1974):

2. 1. Are there any undefined organizational goals that should be translated into training objectives or criteria?
3. 2. Are the various levels in the organization committed to the training objectives?
4. 3. Have different levels or units of participants in the organization been involved in program development, starting with an assessment of the desired end result of the training?
5. 4. Are key individuals in the organization ready to accept participant behavior and also model appropriate behavior?
6. 5. Will trainees be rewarded at work for the behavior learned?
7. 6. Is training used as a way to resolve organizational problems or conflicts that actually require other types of solutions?
8. 7. Is top management willing to provide the necessary resources to maintain the organization and workflow while individuals are being trained?

Tabel 3 Data Sources for Organizational Needs Analysis

No.	Sumber Data Direkomendasikan	HRD / Kebutuhan Pelatihan Implikasi
1	Inventarisasi Sumber Daya Manusia	Dimana HRD/Pelatihan dibutuhkan untuk mengisi kesenjangan yang disebabkan oleh pensiun, pergantian dll. Ini menyediakan database demografis penting mengenai kemungkinan ruang lingkup kebutuhan pelatihan
2	Persediaan Keterampilan	Jumlah karyawan di setiap kelompok keterampilan, tingkat pengetahuan dan keterampilan, waktu pelatihan per pekerjaan, dll. Ini memberikan perkiraan besarnya kebutuhan khusus untuk HRD / Pelatihan. Berguna dalam analisis biaya-manfaat proyek HRD.
3	Survei Sikap	Baik untuk menemukan perbedaan antara ekspektasi organisasi dan hasil yang dirasakan.
4	Keluhan pelanggan	Umpan balik yang sangat berharga, terutama mencari pola dan keluhan yang berulang.
5	Analisis Indeks efisiensi	Konsep akuntansi biaya dapat mewakili rasio antara kinerja aktual dan kinerja yang diinginkan atau standar.
	- Biaya tenaga kerja - Kualitas produk - Waktu - Pemborosan - Downtime - Keterlambatan pengiriman - Perbaikan	
6	Exit Interview	Seringkali informasi yang tidak tersedia dapat diperoleh dari sini. Area masalah dan kebutuhan pelatihan pengawasan.
7	MBO atau perencanaan kerja dan Sistem Tinjauan	Memberikan tinjauan kinerja, tinjauan potensial dan tujuan bisnis jangka panjang. Memberikan data kinerja aktual secara berulang sehingga pengukuran dasar dapat diketahui danselanjutnya peningkatan kinerjadapat diidentifikasi dan dianalisis.
8	Perubahan Sistem	Peralatan baru atau yang diubah akan menimbulkan masalah pada HRD atau pelatihan.

CONCLUSIONS AND SUGGESTIONS

A complete organizational analysis is not possible on a regular basis, as resource and time constraints often make this difficult. At the very least, managers and HR professionals should continue to monitor the organization's environment, objectives, and effectiveness by leveraging the information the organization has collected. This responsibility is increasingly expected of all managers and supervisors (and many employees) as the environment becomes more volatile and competition intensifies.

This paper focuses on the needs assessment stage of the organizational training process. A training needs analysis at the organizational level asks these questions: where in the organization is there a need for training/HRD? Under what conditions will it be done? And how is training linked to and supporting team or organizational performance? Organizational analysis focuses on organizational goals and their effectiveness in achieving those goals, organizational resources, training climate and environmental constraints. The purpose of organizational analysis is to understand what the organization is achieving, where training may be needed to increase its effectiveness and what potential barriers exist to training success.

The limitation of this paper is that it only analyzes the needs of the organization, it is not carried out at the operational or individual level, which ideally should be carried out at three levels: organizational, operational and individual.

The writer's suggestion for other writers is to conduct a different and broader analysis of training needs analysis, namely the analysis is carried out at the operational and individual levels.

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