

A COMPREHENSIVE STUDY ON TRAINING NEED ANALYSIS FOR WORKFORCE DEVELOPMENT IN HEALTHCARE

Dr.V.Uma¹, Ms. Shabana. K²

¹ Head of the Department, Department of Hospital Administration, Dr.N.G.P. Arts and Science College, Coimbatore.

² Student, Department of Hospital Administration, Dr.N.G.P. Arts and Science College, Coimbatore.

Abstract - Training Needs Analysis (TNA) is a structured approach to pinpoint the training requirements of employees within an organization. It involves examining organizational objectives, employee performance, and performance gaps to create targeted training programmes addressing specific skill and knowledge shortcomings. By employing techniques such as surveys, interviews, focus groups, and observations, TNA collects crucial insights. This process optimizes resource allocation by prioritising essential training areas, boosting employee effectiveness, productivity, and satisfaction. Additionally, TNA helps minimize errors, enhances quality, and promotes employee engagement and retention. Ultimately, it bolsters organisational competitiveness by equipping employees with the necessary skills to adapt to changing business needs.

Key Words: Training Need Analysis (TNA), Performance gaps.

I. INTRODUCTION

A. Definition

Training Needs Analysis (TNA) is the process of identifying the skills, knowledge, and abilities that employees need to improve their performance and meet the goals of the organization.

B. Purpose of TNA

- Identifying performance gaps and skill shortages
- Designing targeted training programmes
- Improving staff productivity, safety, and service quality
- Enhancing staff satisfaction, motivation, and retention
- Ensuring compliance with healthcare standards and regulations

Objectives of the study includes,

- To study the training program at the Healthcare in Coimbatore.
- To analyze the factors influencing training effectiveness in compliance with healthcare regulation and standards
- To recommend/ suggest the measure to improve the program

II. LITERATURE REVIEW

- According to Nexø, M. A., Kingod, N. R., Eshøj, S. H., & Andersen, L. L. (2024)** under the study of "*The impact of train-the-trainer programs on the continued professional development of nurses: a systematic review*". This study evaluates how train-the-trainer programs influence nurses' professional development, highlighting the importance of structured TNA in nursing education.
- According to Hosseini, S. E., Jafari, M., Nemati, A., & Ravaghi, H. (2023)** under the study of "*Training needs assessment of hospital CEO's in a developing country: the example of Iran*". This research identifies the training requirements of hospital CEOs in Iran, emphasizing the need for competency-based education to enhance healthcare leadership
- According to Markaki, A., Malhotra, S., et al., (2021),** under the study of "**Training needs assessment: tool utilization and global impact.**" This study evaluates the global application of the Hennessy-Hicks TNA Questionnaire, highlighting its adaptability

across diverse healthcare settings and its role in identifying training needs at individual, inter-professional, and organizational levels.

III. METHODOLOGY

This study adopts a descriptive research design focusing on the training needs and programmes of employees in a selected hospital. Simple random sampling was employed to gather data. Out of approximately 260 newly recruited employees, a sample size of 156 was determined based on Morgan's sampling table. To facilitate data collection, a structured questionnaire was developed, ensuring alignment with the research objectives and providing clear direction for the study. The survey instrument was divided into two sections: the first captured demographic information such as name, employee number, designation, and department; the second section consisted of thirteen questions designed to assess employees' awareness and perceptions of training programmes.

IV. ANALYSIS

Table 1 shows the preferable healthcare training method

S.N	PARAMETER	NO.OF RESPONDENTS	PERCENTAGE
1	IN-PERSON TRAINING	41	26.3%
2	PRESENTATION/ LECTURES	5	3.2%
3	ON-JOB TRAINING	107	68.6%
4	SELF-PACED MATERIALS	1	0.6%
5	OTHERS	2	1.3%
	TOTAL	156	100%

INTERPRETATION

The table shows that 68.6% of respondents preferred on-the-job training for healthcare education, followed by 26.3% who favoured in-person training. Only a few chose presentations/lectures 3.2%, self-paced materials 0.6%, or other methods 1.3%.

S.NO	PARAMETERS	NO.OF RESPONDENTS	PERCENTAGE %
1	PATIENT CARE AND SAFETY	78	50%
2	EMERGENCY RESPONSE/ CPR	68	43.6%
3	DIGITAL TOOLS	10	6.4%
4	INTER PERSONAL SKILL	0	0
5	OTHERS	0	0
	TOTAL	156	100%

Chart 1 shows the preferable healthcare training method

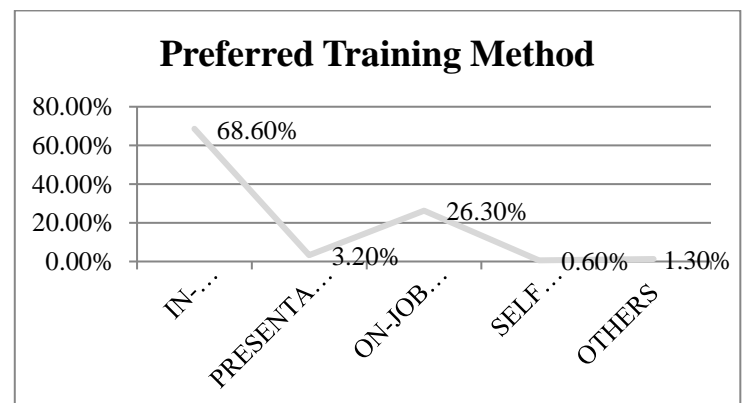


Table 2 shows the more training needed areas

INTERPRETATION

Above the table shows Patient Care and Safety emerged as the most requested training area, with

50% identifying it as a need. This was followed by Emergency Response/CPR, selected by 43.6% and Digital Tools was identified by 6.4% as an area requiring further training

respondents were good and 5.1% respondents were fair in using the hospital's Internal Software System.

Chart- 2 shows the more training needed areas

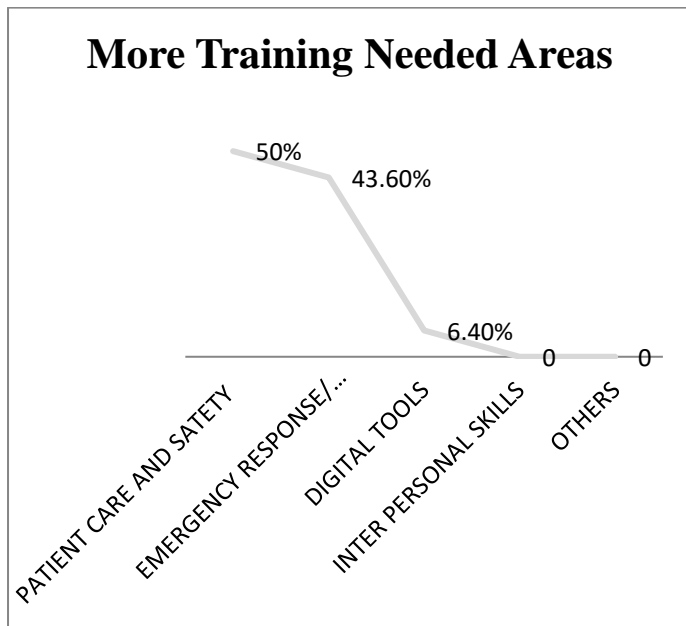


Chart 3 shows confident about Hospital's Internal Software System

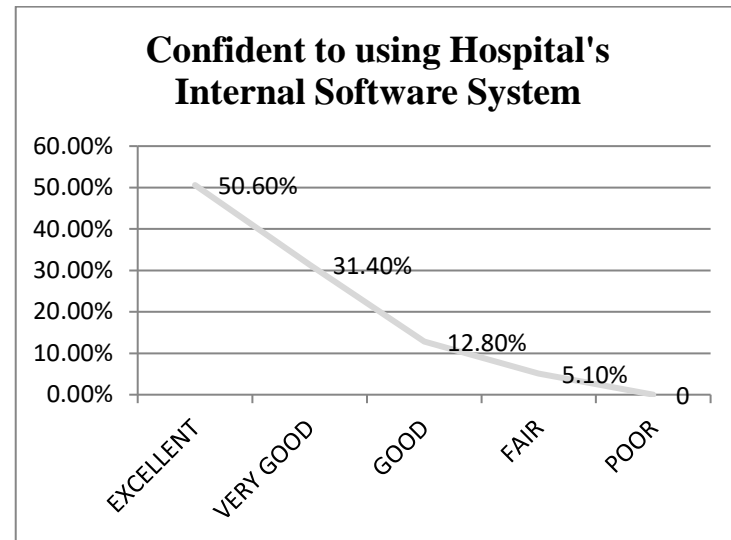


Table 3 shows confident about Hospital's Internal Software System

S.NO	PARAMETERS	NO.OF RESPONDENTS	PERCENTAGE
1	EXCELLENT	79	50.6%
2	VERY GOOD	49	31.4%
3	GOOD	20	12.8%
4	FAIR	8	5.1%
5	POOR	0	0
	TOTAL	156	100%

INTERPRETATION

The above table shows that 50.6% respondents were excellent, 31.4% respondents were very good, 12.8%

V. MAJOR FINDINGS AND RECOMMENDATION:

- According to our survey, 24% of employees need more training sessions the need for more training sessions to enhance their understanding and contribute effectively
- According to our survey, 22% of employees suggest on job training method for their preferred method
- According to our survey, 20% of employees require training in patient handling and CPR
- According to our survey, 10% of employees need to improvise the Hospital's Internal Software System.
- According to our survey, 14% of employees suggest to increase man power
- According to our survey, 4% of employees suggested to provide the access for them to view their personal details

The recommendations include,

- Provide training for all employees every 6 months about techniques, safety codes and mock drills.
- Utilize Micro-training Techniques: Implement short, focused sessions (15–20 minutes) to facilitate knowledge retention and accommodate busy schedules
- To address the identified gap, it is recommended to organize regular hands-on workshops and simulation-based training sessions focused on patient handling techniques and CPR.
- Update the Internal Software System to manage the lag in biometric.
- To increase man power in clinical side (nurses) to help to manage the patients without stress.
- Convert the manual files of employees to system files in favour to the employees to view their own details.

VI. CONCLUSION

Training Needs Analysis (TNA) is vital for identifying skill gaps, aligning employee capabilities with organizational goals, and supporting workforce development. By replacing generic programs with tailored training, TNA boosts motivation, engagement, and resource efficiency through tools like performance assessments and surveys. It also enhances retention, reduces hiring costs, and leverages AI and digital tools for real-time insights. A strategic, ongoing approach with stakeholder involvement ensures lasting impact, helping organizations stay competitive and resilient.

VII. REFERENCE

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