Training Needs Assessment and Analysis in Libyan Manufacturing Companies

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ABSTRACT

This paper aims to investigate to what extent the participating companies analysed their needs and objectives, and planned their development. Four areas that will be examined: first, the number of companies that analysed the needs of T&D and the frequencies of analysing these needs. Second, the approaches used in determining these needs of T&D; third, the levels of analysing needs; and fourth, methods used in analyse the needs of T&D. A combination of quantitative and qualitative research methods was employed. Questionnaire data was obtained from 98 HRD practitioners and supplemented with interview results from 20 HRD practitioners in manufacturing companies in Libya. Training needs assessments in the manufacturing companies are found to be generally performed informally through observations. Size of companies had an effect on the way training needs is being assessed and analysed. The absence of needs assessment and analysis is due to lack of expertise and it is irrespective of the size of companies. The results of this study were obtained from HRD practitioners' perspective. Caution is advised when generalizing the results, as the employees' stance was not obtained. This study contributes to HRD practice in several ways. First, it conforms that HRD practitioners do recognize the importance and power of effective needs assessments in helping them plan and strategize for effective HRD activities. Second, it observes a lack of effective resources to help HRD practitioners in conducting needs assessment. Most of the studies on HRD and training are researched in western countries. Limited empirical evidence can be obtained in Libya, particularly from the manufacturing industry. This study presents a comprehensive empirical questionnaire and interviews on HRD needs and assessment in manufacturing companies in Libya.

<u>Keywords</u>: Training Needs, HRD, Manufacturing.

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1. INTRODUCTION:

The importance of HRD has been realised by many countries, and they have become more interested in and have emphasised the use of HRD to develop, improve, and upgrade the performance of human resources to achieve the required level of effectiveness, and to remain competitive in the world economy However, in designing effective training and development programs and activities, the first step in the instructional design process is the most crucial process in which it has to be properly and correctly conducted. Indeed, improperly and incorrect training needs assessments can lead to disastrous effects.

In Libya, the Government's emphasis in HRD is targeted at the manufacturing sector. This is because manufacturing accounts for one third of GDP and more than 30 percent of the country's exports and contributes significantly towards the country's economic growth (Ministry of Finance, 2004). As a result, the development of human resources in the manufacturing sector is recognised as a crucial and important task, which is vital in preparing a capable and skilled workforce with the expertise to meet current and future challenges by providing them with technological skills and critical thinking abilities (Al-Farrised, 2007). Hence, with these support from the government and legislations in place, a systematic approach to human resource development is pertinent towards the success of HRD interventions. The systematic approach of HRD begins by defining the objectives or strategy of the work of the company. Thus, assessing and analysing needs are the first steps of intervention in relation to any T&D activity. (Leigh et al, 2000). Accordingly, this paper investigates to what extent the participating companies analysed their needs and objectives and planned development. There are four areas that will be examined in this paper: first, the number of companies that analysed the needs of T&D and the frequencies of analysing these needs. Second, the approaches used in determining these needs of T&D; third, the levels of analysing needs and fourth, methods used in analysing the needs of T&D.

2. TRAINING NEEDS ASSESSING And ANALYSIS:

The first stage of the HRD process is analysing needs. This section will briefly review the process of analysing needs, ways of defining needs and problems of analysing HRD needs. Leigh et al., (2000) emphasised that evaluating and analysing needs are important because this stage establishes the basis of determining types of HRD intervention necessary for efficient endeavour. However, Desimone, et al (2002)

contested that in analysing HRD needs, four levels of needs have to be considered. They include assessing the needs of the organisation, individual employees' skills, knowledge and attitudes and their functional responsibilities, as well as the needs of departments (see also Wilson, 2005; Harrison, 2005). Blanchard & Thacker (2009), argued suggests that most companies do not analyse on all the four levels, but emphasise on individual employees' needs.

In terms of the methods used in achieving the determination of needs within an organisation, Wilson, (2005) referred to the traditional and simple methods, such as interviews, questionnaires, observations and focus groups to collect information for analysing HRD needs. On the contrary, Gilley et al, (2003) referred to more analytical methods, such as 'is / should' analysis, critical analysis, and root-cause analysis methods to collect information for needs analysis. However, Reid & Barrington (2005) indicated that methods of identification depend on the focus of investigation and suggested referring to strategic planning documents associated with marketing, production, and staffing; analysing minutes of management meetings, and operative and individual analysis records. In fact, Wilson, (2005) accepts that it is important to combine the HR plan and the organisation strategic plan with needs analysis. Certainly, it was suggested by several theorists that the various methods of identifying needs analysis range from the simpler methods suggested by Wilson (2005) to the more technical and complicated method by Gilley et al., (2003). However, researchers have argued that organisations prefer methods such as performance evaluation and informal feedback from line managers and individual employees (Tregaskis & Brewster, 1998; Baalen & Hoogendoorn, 1998; Kjellberg et al, 1998; Heraty & Morley, 2000; Elbadri, 2001; Morrow, 2001). Particularly in organisations adopting the ISO policy, Vinten (2000) claimed that employees' training needs recorded through line managers' requests are highly associated with 'non-conformance' that is identified upon completion of the ISO auditing procedure. In this study, questions were designed to test the existence of different analysis methods in the Libyan manufacturing sector.

Although theorists and researchers have discussed the importance of analysing needs, many companies do not consider the procedure of analysing HRD needs as a priority (Anderson, 1994; Smith, 1999; Bhatta, 2002; Budhwar et al., 2002) and this phenomenon is particularly obvious in small companies (Sadler-Smith et al., 1998; Kerr & McDougall, 1999; Vinten, 2000; Hill & Stewart, 2000; Sadler-

Smith & Lean, 2004). In fact, there are a range of different reasons which could form the basis for evaluating needs, and it is often referred to as being a difficult and time–consuming process that often lacks resources to complete (Anderson, 1994; Sadler-Smith et al, 1998; Madsen & Larsen, 1998; Smith, 1999; Heraty & Morley, 2000; Elbadri, 2001; Budhwar et al, 2002; Hansen, 2003; Hill & Stewart, 2000; Hill, 2004). On the other hand Desimone et al. (2002) argued that incorrect assumptions are often made about needs analysis being unnecessary because the available information already specifies what an organisation's needs are. Moreover, it has been contested that there is a lack of support for needs evaluation as HRD professionals are unable to convince the top management of its necessity (Reid & Barrington, 1994; Wilson, 2005; McGoldrick, Stewart & Watson, 2002). Smith, (1999) criticised this view because most companies do not employ qualified HRD professionals or qualified trainers to manage their HRD functions despite the fact that conducting the complicated task of analysing needs can be difficult.

3. METHODS:

This study involves the use of qualitative and quantitative data collection. First, research data were collected through questionnaire surveys distributed to HRD practitioners or key personnel responsible for training in manufacturing companies in Libya. The questionnaire format uses the Likert rating scales and several open-ended questions. It was piloted on twelve human resource managers in manufacturing companies, resulting in minor changes being made to the survey questionnaire in relation to terminology in order to ease the understanding of managers in answering the questions. The manufacturing companies were listed by the Libyan industrial ministry. The questionnaires were distributed to a population of 110 one person in each manufacturing company in Libya. A response rate of 89.1 percent (98 responses) was returned. The high response rate can be explained in terms of Libyan culture and social relationships. By and large, people are cooperative and willing to give time to researchers needing data and information. The data and information were collected using a structured written questionnaire. It consists of questions: have performed HRD needs assessments; the frequencies at which these needs assessments were conducted; approaches used in identifying HRD needs; the levels of needs assessments; and methods used in assessing HRD needs. Data from questionnaire survey was analysed

descriptively to identify the difference of responses in the large manufacturing companies (LMCs) and small-medium manufacturing companies (SMCs) and their significant difference. For the qualitative data, 30 managers were invited to participate in the study by personal telephone calls. Only 20 HRD practitioners or key personnel responsible for training in manufacturing companies responded on their willingness to participate. The interviews were guided with a semi-structured questions adapted from the questionnaire survey. The purpose of the interviews was to supplement and triangulate data from the survey. The interview responses were coded into themes and categories to enable these to be used to support the quantitative responses.

4. FINDINGS And DISCUSSIONS:
4.1. Provision and Frequencies of Needs Assessments and Analysis
Practitioners of T&D/HRD in companies were asked if their company analysed employee's training and development needs. The results of the analyses showed that most of the LMCs (75%) had analysed the needs for HRD, and 37.5% of these companies conducted these evaluations and analyses once per year (Table 1). More than 40% of the SMCs had analysed and assessed their needs for T&D; however, 28.6% of these companies assessed their needs annually. In the remaining companies, LMCs and SMCs, the needs of T&D are assessed once every two to three years or when necessary. In fact, more than a half (59.5%) of the SMCs and a quarter (25%) of the LMCs reported that they did not conduct any evaluation of needs. Accordingly, in the statistical test there is a significant difference between the LMCs on the one hand and the SMCs on the other, concerning their analysis of needs (p = .000, X^2 = 20.67).

Accordingly, it can be said that for many companies, especially SMCs, analysing needs is not considered an important matter. This finding is supported by other researchers into T&D in SMCs (Kerr & McDougall, 1999; Sadler-Smith, et al., 1998; Vinten, 2000; Hill & Stewart, 2000). For on the basis that most manufacturing companies in Libya were not systematic in their analyses of T&D needs, therefore, it may be that employees are not efficiently trained and that development attempts and training were on an ad-hoc basis: this suggests a fairly low level of maturity on the road from performance driven T&D to a more strategically developed HRD. Previous studies have shown that many

institutions do not analyse needs at the required rate (Sadler-Smith et al., 1998; Smith, 1999; Bhatta, 2002; Budhwar et al., 2002).

Table 1: Frequency distribution for frequencies of T&D needs analysis by Company size

T&D needs analysis	Company size				Total	
	LMCs(N=56)		SMCs (N=42)			
	N	%	N	%	N	%
Yes	42	75.0	17	40.5	59	**60.2**
No	14	25.0	25	59.5	39	**39.8**
Total	56	100.0	42	100.0	98	**100.0**
Review Frequencies	LMCs(N=42)		SMCs (N=17)		N	%
Once a year	21	37.5	12	28.6	33	**33.7**
Every 2 years	10	17.9	5	11.9	15	**15.3**
Every 3 years	6	10.7	0	0.0	6	**6.1**
Ad-hoc	5	8.9	0	0.0	5	**5.1**
Total	42	75.0	17	40.5	59	**60.2**

4.2 Strategic Approaches to Determining the Needs of T&D

Since large numbers of the manufacturing companies surveyed performed some sort of needs analysis in their companies, the various approaches used by practitioners of T&D/HRD to determine the needs of T&D/HRD must be defined and examined. To define these approaches questions were designed to determine the needs analysis methods of T&D/HRD. These question testing five approaches in needs determination include:

1. Examining top management and senior managers' opinions and perceptions regarding the company's future direction and outlook.
2. Taking into account employees' opinions and perceptions of the company.
3. Examining top management strategic direction, goals, objectives and financial situation.
4. Examining changes in the business processes in the company.
5. Examining and considering internal and external business needs and challenges.

When a T&D/HRD practitioner takes into account all five approaches in identifying their T&D needs, the organisation can be viewed as having a strategic approach in its needs identification. Results of analyses show that most T&D/HRD practitioners agreed that there was an examination of changes in the business processes in their company (97% and a mean of 4.18) and (85% and a mean of 3.74) in both LMCs and SMCs respectively, see table 2). There was also an examination of internal and external business needs and challenges (96% and a mean of 4.02) and (71.4% and a mean of 3.71) in both LMCs and SMCs

respectively. On the other hand, examining top management opinions in the company and taking into account employees' opinions of the company were not considered important by the LMCs and SMCs compared to other approaches (Mean from 1.36 to 2.63). However, more than 70% of T&D/HRD practitioners in the LMCs agreed that top management strategic and financial situation was considered, while this was not so common in the SMCs. As is shown in table 3, which examines the significant differences related to size of companies, the approach used by the SMCs significantly differs from that adopted by LMCs (p = .000).

Table 2: Comparing Means, Frequency Distributions and the Independent Sample T-Test of Strategic Approaches in Defining T&D/HRD Needs.

Approaches of T&D needs	Size of company						t-test	
	LMCs			SMCs			T	F
	Mean	SD	Agreement %	Mean	SD	Agreement %		
Examine top management opinions in the company.	2.63	1.008	32.1	2.32	0.803	4.8	-3.733	0.000
Take into account employees' opinions of the company.	1.75	0.639	1.8	1.36	0.485	0.0	-3.326	0.000
Examine top management strategic and financial situation.	3.54	0.785	71.1	1.69	0.604	0.0	-12.665	0.000
Examine changes and the business processes in the company.	4.18	0.386	**97.0**	3.74	0.941	**85.0**	-3.175	0.000
Examine internal and external business needs and challenges.	4.02	0.300	96.5	3.71	0.864	71.4	-2.443	0.000

In general, previous analysis shows that the approach used by practitioners in determining their HRD needs is an examination and assessment of the business processes, changes and also the overall business needs as and when required for the business environment. Indeed, this amplifies the literature which suggests that identifying human resources' HRD needs is at least in part a strategic activity (Horwitz, 1999; Garavan, 1995; Anderson, 1994).

4.3 Level of Needs Determination

Analysing the needs of employees and companies has been identified to be important for T&D/HRD practitioners, in order to deal with the gap between employees' abilities and performance and the requirements of the company. Thus, there are four levels of determination, namely; 1) The company's overall performance; 2) Departmental requirement and performance; 3) Individual employee's skills, knowledge and attitudes; and also 4) Employee's job and functional responsibilities.

As shown in table 3 about a quarter of LMCs conducted analysis on each of the four levels of determining needs. It should be noted that some companies may have used more than one level. More than a third (38.1%) of SMCs analysed individual employee's skills, knowledge and attitudes. Similarly, the Chi-Square test showed that levels of defining needs showed significant differences between LMCs on the one hand and SMCs on the other, at the company level ($X2 = 11.543$, $P < .05$, $p = .205$), department level ($p<.05$, $p = 75.75$, $X2 = 5.65$), the individual employee level ($P<.05$, $p =. 75717$, $X2 = 2.52$), and job functional level ($P<.001$, $p = .000$, $X2 = 10.21$). This result is supported by managers in LMCs and SMCs interviewed. For instance

What we consider is the current skills of an employee as well as their knowledge and attitudes and sometimes we recognise the importance of department requirements (HRD Manager; Textiles, wearing apparels & leather LMC).

We mostly examine or investigate the requirements of the company and the employees' abilities and attitudes in relation to their current work (HR director; Power and Electronics SMC)

Previous results show that the LMCs are concerned with analysing the four levels of needs and take into consideration all requirements of the company and employees. On the other hand, the SMCs are interested in analysing individual employee's skills, knowledge and attitudes, and authors such as Kerr & McDougall, (1999) are agreed upon that. This means that LMCs have moved further towards HRD/SHRD than SMCs.

Table 3: Frequency Distribution and Chi-Square Test of Independency for the Levels of Determining Needs

Level of Needs Determination	Size of company				Chi-Square Test	
	LMCs		SMCs			
	N	%	N	%	X^2	P
Company's overall performance	13	23.2	4	9.5	11.54	0.205
Departmental requirement and performance	13	23.2	7	16.7	5.65	0.036
Individual employee's skills, knowledge & attitudes	14	25.0	16	38.1	8.52	0.040
Employee's job and functional responsibilities	14	25.0	2	4.8	10.21	0.000

4.4 Methods Used in determining Needs of T&D

Several methods are suggested to determine the needs of T&D in a company. Reid & Barrington (2005) suggest that methods of determination depend on what is being focused on in the research. In this study, the various methods used in determining the needs of T&D/HRD were classified into formal and informal methods of needs determination (see Al-Ali, 1999; Albahussain, 2000). This was to simplify the interpretation of the various needs identification methods. Principal component analysis was deployed and the results showed that the two extracted factors clarified reports with a percentage of 63.85% of the variance. The first factor included a special training committee, a questionnaire survey, a performance appraisal report and the individual job description. Thus, this factor is called "Formal methods" to determine the needs of T&D. The second factor included informal methods to determine the needs, such as personal interviews with individuals, direct observation, production reports and heads of departments or line manager's reports.

Table 4: Matrix of Factors Related to Methods of Determining the Needs of T&D

Formal methods	Component	
	1	2
Special training committee	0.835	
Questionnaire survey	0.718	
Performance appraisal report	0.798	
Individuals' job description	0.674	
Informal methods		
Personal Interviews		0.798
Direct Observations		0.712
Production reports		0.532
Heads of departments or line manager's report		0.432
Eign value	2.40	1.20
% cumulative variance	37.83	63.85

P = .000, df = 36, X_2 54154.2

4.4.1 Formal and Informal Methods

Table 5 shows that informal methods, such as direct observation and heads of departments or line manager's reports were used repeatedly by practitioners of T&D/HRD in determining the needs of T&D. Furthermore, production reports and personal interviews were less used, with rates of 10.7% and 14.3% respectively. To explain the two formal methods which are frequently used to identify T&D needs, the following statements given by managers during interviews in manufacturing companies can be used:

In fact, the personal interview is considered an informal conversation with two selected employees about what they believe with regard to the development of their occupational duties, such as occupational operations and types of training programs which can be useful for their management or career. Through these interviews with some employees, we deduced an idea about the type of training programs of this management (Director of HR; Furniture, carpets and wooden products LMC)

The employees' training needs can be analysed through observation by the direct supervisor or heads of department; they can easily define these needs in terms of the abilities, knowledge and skills of the employees. Thus, the direct supervisor can give advice concerning the requirements for training and development of employees {Executive of human resources; Power and Electronics SMC}.

Previous findings show that SMCs and LMCs both rely on personal observation and talking to employees about their training needs (primary information) more than secondary information to determine training needs. More formal methods (the second factor) of collecting information are used, such as questionnaire surveys (22.8%); performance evaluation reports (12.5%) special training committees (13.0%) and individuals' job descriptions (7.1%). Gilley et al., (2003) show that methods used to determine and analyse the needs of T&D/HRD also include other formal methods, such as critical analysis and case analysis, and informal methods, such as requests from managers of production lines to provide competent persons (Budhwar et al., 2002) but in this study, formal methods are not widely used by practitioners of T&D/HRD in manufacturing companies. The more informal and easily used methods, such as direct observation and

190

personal interviews with employees are used, as well as asking employees and heads of departments about their requirements related to training needs, which were sometimes considered by employers if they were relevant to the needs of the individual employee and the department. In this context, requests for training from line managers were usually associated with 'non-conformance' as identified through the ISO auditing procedure (Roy & Raymond, 2008). This study considers that the use of formal methods of determining T&D/HRD needs long-term is evidence of HRD practices being present.

Table 5: Frequency Distribution of Formal and Informal Methods of Determining Needs

Methods Used	Size of company				Total	
	LMCs (N=56)		SMCs (N=42)			
	N	%	N	%	N	%
Formal						
Special training committee	2	3.5	4	9.5	6	13.0
Questionnaire survey	12	21.4	9	21.4	21	**22.8**
Performance appraisal report	7	12.5	0		7	12.5
Individuals' job description	4	7.1	0		4	7.1
Informal						
Personal Interviews	8	14.3	0		8	14.3
Direct Observations	14	25.0	12	28.5	26	**53.5**
Production reports	6	10.7	0		6	10.7
Heads of department's report	5	8.9	3	7.1	8	16.0

In general, LMCs seem more varied in the methods they used to determine the needs of T&D/HRD while SMCs mainly depended on direct observation, with 21.4% conducting a questionnaire survey. SMCs were satisfied with using informal methods of analysis while LMCs tended to adopt more formal method of determining the needs of T&D/HRD. In fact, other studies have shown that performance evaluation is commonly used in analysing the needs of T&D/HRD in LMCs (Tregaskis & Dany, 1996; Tregaskis & Brewster, 1998; Heraty & Morley, 2000: Elbadri, 2001; Morrow, 2001) which contradicts the findings in this study. However, the use of informal methods through feedback from managers of production lines and individual employees in SMCs are supported by other studies (Sadler-Smith et al., 1998; Hill & Stewart, 2000; Sadler-Smith & Lean, 2004; Vinten, 2000).
Nevertheless, in this study open-ended responses and interview data are integrated with statistical data related to several factors that limit the analysis of needs. Among the comments that are common among practitioners of T&D/HRD are complaints about the lack of financial and human resources as well as the absence of skills and knowledge

that are indispensable for analysing systematic requirements. A large number of companies in both SMCs and LMCs did not analyse the needs of T&D/HRD as frequently or as thoroughly as they should have due to the difficulty of analysing needs, the lack of resource and the length of time required for this activity. For instance, managers interviewed said the following:

Analysing training needs is unimportant... First, we do not have the occupational structure that knows how to analyse needs. Second, delegating a foreign expert to the institution is expensive .... More than LD 10, 000 for each project ... (HR director; Power and Electronics SMC)

Analysing needs is considered a good way of determining staff training requirements, but we do not have the right person to be responsible for training. As it is apparent, I am the one responsible for the function of human resources and I cannot focus on training since I am supposed to focus on matters of human resources (HRD Manager; Textiles, wearing apparels & leather LMC)

Previous results in this study show that the absence of needs evaluation and analysis is due to a lack of experience, regardless of the size of a company. These results are supported by other studies (Hill & Stewart, 2000; Sadler – Smith et al., 1998; Anderson & Hill, 2004). On the other hand, Smith, (1999) said that most companies do not recruit HRD specialists for managing HRD jobs, although analysing the needs of T&D/HRD is a specialized task. One of the factors cited by Libyan manufacturing companies as an obstacle to HRD needs analysis was the high number of staff relocations and the absence of a separate training unit for staff development. Therefore, on the above basis, these obstacles make companies regard T&D/HRD as a burden and thus, these companies analyse the needs of T&DHRD only in the case of urgent need. Therefore, it is believed that manufacturing companies included in this study in Libya do not consider the nature or needs or objectives of long-term HRD, and this is evidence of a lack of maturity in the development of HRD.

5. CONCLUSIONS:
The above finding suggests that the absence of needs assessment and analysis is due to lack of expertise and it is irrespective of the size of

companies. Indeed, this finding has been endorsed by other studies (see for example, Anderson, 1994; Sadler-Smith et al, 1998; Heraty & Morley, 2000; Elbadri, 2001; Budhwar, et al., 2002; Hansen, 2003; Hill & Stewart, 2000; and Hill, 2004). On the other hand, Smith (1999) raises the criticism that most companies do not employ qualified HRD professionals to manage their HRD functions, despite the fact that performing the complex task of analysing HRD needs can be difficult. Other inhibiting factors mentioned by the organisations sampled include high employee turnover, the absence of a clear HRD plan and policy and the absence of a separate unit or section to handle employees' training and development. Therefore, on the above basis, a combination of these inhibiting factors can have the effect of driving organisations to view HRD as a burden, and this may cause organisations to carry out HRD needs analysis only when immediate needs arise. Hence, this may suggests manufacturing companies in Libya often forsaken the medium and long-term HRD needs and objectives.

This study contributes to HR practice in several ways. First, it conforms that HRD practitioners do recognize the importance and power of effective needs assessments in helping them plan and strategize for effective HRD activities. Second, it observes a lack of effective resources to help HRD practitioners in conducting needs assessment.

Most of the studies on HRD and training are researched in Western countries. Limited empirical evidence can be obtained in Libya, particularly from the manufacturing industry. This study presents a comprehensive empirical survey and interviews on HR training needs and assessment in manufacturing companies in Libya.

The results of this study were obtained from HRD practitioners' perspective. Caution is advised when generalizing the results, as the employees' stance was not obtained. Hence, it is suggested that a research to include the employees' stances is recommended. Moreover, a research to include other industries or sector is suggested in order to generalize the nature of needs assessment and analysis for employees' training, learning and development in organizations.

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التحليل والتقييم للاحتياجات التدريبية في شركات التصنيع الليبية

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تهدف هذه الورقة إلى التحقيق إلى أي مدى الشركات المشاركة تحليل الاحتياجات وأهدافها، والمخطط تنميتها. أربعة مجالات التي سيتم فحصها: أولا، عدد الشركات التي حللت احتياجات T&D والترددات من تحليل هذه الاحتياجات. الثانية، والأساليب المستخدمة في تحديد هذه الاحتياجات من T&D؛ الثالث، ومستويات تحليل الاحتياجات، والرابع، والأساليب المستخدمة في تحليل احتياجات T&D. كان يعمل مزيج من أساليب البحث الكمية والنوعية. تم الحصول على بيانات الاستبيان من ٩٨ الممارسين تنمية الموارد البشرية وتستكمل مع نتائج المقابلة من ٢٠ الممارسين تنمية الموارد البشرية في الشركات الصناعية في ليبيا. تقييمات في شركات تصنيع وجدت ليتم تنفيذها بشكل غير رسمي من خلال الملاحظات عموماً الاحتياجات التدريبية. وكان حجم الشركات لها تأثير على الطريقة التي يجري تقييمها الاحتياجات التدريبية وتحليلها. ويرجع ذلك إلى نقص الخبرة وعدم وجود تقييم الاحتياجات وتحليلها وأنه هو بغض النظر عن حجم الشركات. وقد تم الحصول على نتائج هذه الدراسة من وجهة نظر الممارسين تنمية الموارد البشرية".

وينصح الحذر عند تعميم النتائج، كما لم يتم الحصول موقف الموظفين. تساهم هذه الدراسة ل ممارسة تنمية الموارد البشرية في عدة طرق. الأولى، فإنه يتفق أن الممارسين تنمية الموارد البشرية لم تدرك أهمية وقوة تقييم الاحتياجات فعالة في مساعدتهم على تخطيط و وضع استراتيجية لأنشطة تنمية الموارد البشرية الفعالة. الثاني، فإنه يلاحظ عدم وجود موارد فعالة لمساعدة الممارسين في مجال تنمية الموارد البشرية إجراء تقييم الاحتياجات.

وبحثت معظم الدراسات حول تنمية الموارد البشرية والتدريب في الدول الغربية. يمكن الحصول على الأدلة التجريبية محدودة في ليبيا، وخاصة من قطاع الصناعة التحويلية. تقدم هذه الدراسة على استبيان وإجراء مقابلات تجريبية شاملة على احتياجات تنمية الموارد البشرية والتقييم في شركات التصنيع في ليبيا.

الكلمات المفتاحية: الاحتياجات التدريبية، تنمية الموارد البشرية، التصنيع.