Learning Needs Assessment of Non-Teaching Personnel as Input to Human Resource Development Plan

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Abstract – *Learning needs assessment has a fundamental role in education and training. In this study, the researchers attempted to identify the learning need of non-teaching personnel of one Higher Education Institution in the Philippines in terms of Professional needs to Administrative Skills; Communication; Customer Service; Health Safety; Research Competencies, Community Extension Service, Personal Development and Organizational Needs and further, it also proposed Human Resources Development Plan. Descriptive type of research has been employed since it focuses on the enhancement of the job performance of the employee. A total of 835 employees were identified as the subjects of this study. The result of the research revealed that the Administrative personnel identified public speaking as the top most area they need to learn followed by stress management, self-defense, communications and Health and safety in the work environment. A Development plan was proposed to address the specific need of the non-teaching personnel.*

Keywords – *Learning Need Assessment, Non-Teaching, Professional Need and Administrative Personnel.*

INTRODUCTION

Learning needs assessment (LNA) is an important part in the educational process that leads to changes in practice, and has become part of organizational program for Human resource development. It provides substantial input to the identified needs of non-teaching personnel to address the gap between the required skills and knowledge of employees and their current condition.

It is a way to identify the learning needs of the employee for the future development program to promote a high level of job performance. Also a recurrent process that contributes how the employee developed after the course planned and being evaluated [1].

An individual development plan (IDP) is a tool that helps facilitate employee development. The benefits of IDPs are: to identify their commitment as employee to their immediate superior that is involved for their growth; and how employee will be supported accordingly and a framework for their development plan will be provided [2].

The Human Resource management undertakes leaning need among non - teaching personnel. It is a tool that determines which learning areas of will be of great needing in improving their service performance. As a review of learning and development requirements results of the assessment will serve as a support to employees working as a team in order to attain the organizational effectiveness. The LNA is seen to be as the first step to establish an effective learning and development plan of the management.

Employee of the academic institution are dedicated to provide quality education and develop leaders, lifelong learners and globally competitive leaders, lifelong learners and globally competitive professionals that possess competence, commitment, credibility and collaboration aligned with mission and vision. Being HEI, the administrative personnel has its huge impact in the key success of the organizational attainment to serve the stakeholders with high performing rank.

The findings of this study can be used as basis for the further improvement of the development plan of the institution. Identifying the weaknesses and strengths of the employee will match the program to be conducted to the needs of the employees in order to enhance the work performances and give a clear path of goals both on employee and the management.

The HEI under study has the Widely Important Goals (WIG) that require employees should be a hundred percent research competent and involvement on community extension service. Even non-teaching

personnel are also required to be research competent that can develop or enhance their skills on providing information through critical reading & evaluate data/statistical analysis. It can also develop their ability to propose an innovative framework on their workplaces and can even critically evaluate the methods being used. LPU management ensures that employees are socialy aware thru Community Extension Services. Where the employees understand how they can serve different social situations, and effectively adjust their interactions with other people so that they achieve the best results. The net result of social awareness is the ongoing development of social skills. That's the beautiful part about emotional intelligence and it's a personal continuous improvement process [3].

There is a high demand to know the kind of training needed for the employee by the top management. Training needs analysis will determine on what training should be provided on a specific aspects. Human Resource office has a big role in conducting LNA, because HR records like safety and accident reports, exit interviews, attendance records and such will be helpful in creating an effective development plan to be serve in the valuable employee All organization can select the most accurate method, taking into account such factors as organization size, technology, organizational structure, training staff, facilities, and budget [4].

In addition, since the management and employee are involved, the school management ensures that there must be professional, organizational and personal developments to identify the learning needs to be assessed based on the necessity and requirements of the organization where professional development is acknowledged to be centrally important in maintaining and enhancing the quality of job performance in schools [5],[6].

MATERIALS AND METHODS
Research Design

Descriptive type of research was employed in this study since it focuses on the enhancement of the job performance of the employee, weighted mean was used to analyze the result of the Learning Needs Assessment survey.

It aims to gather data, organize, tabulate, depict and describe the data collected [7]. A retroactive type of study was also employed because the data gathered came from the existing documents of the Human Resources Management & Development of the institution under study.

Participants

All employed administrative personnel of the HEI under study with the total of 835 employees were identified as the subjects of this study. The data of the employees involved were from the office of the Human Resource Department of the University.

Instrument

The instrument of this research was taken from HRMD which has been utilized to conduct the survey to identify what type training/seminar will be facilitated annually for the learning needs of the administrative personnel for specific year.

Procedure

Human resources are conducting an annual survey for Administrative personnel. The researchers conducted a research proposal to the University President in conduct of this research. Also, consulted the University Statistician for the data has been collected and tallied accordingly.

Data Analysis

The data collected were classified, tabulated and coded for the analysis. The following tools were employed in interpreting the data and obtained from the instrument used in the data interpretation such as weighted mean and ranking.

The weighted mean and ranking were utilized to determine the respondents' learning needs for enhancement of their job performances.

The given scale was used to analyze and interpret the result of the data gathered:4.50-5.00: Of Greatest Need; 3.50-4.49: Of Great Need; 2.50-3.49: Of Some Need; 1.50-2.49; Of Little Need; 1.00-1.49: Not Needed.

RESULTS AND DISCUSSION
Table 1. Professional Needs in terms of Administrative Skills

		WM	VI	Rank
1.	Decision Making	3.54	of a great need	3
2.	Planning/Organizing	3.61	of a great need	2
3.	Problem Solving	3.64	of a great need	1
4.	Office & Records Management	3.38	of some need	4
	Composite Mean	**3.54**	**of a great need**	

The table 1 presents the Professional needs in terms of administrative skills. The LPU Administrative Personnel responded that the following skills are of great need to enhance their performance with the composite mean of 3.54. According to the responses of the employees, skills of office & record management as

some needed (3.38) unlike the problem solving skill (3.64), followed by planning & organizing skill (3.61) and decision making skill (3.54) are identified with the great need of improvement. The respondents believed that the problem solving is one of the areas they need to improve as part of their administrative skills. They see the urgency of this skill to maintain stress free environment in offering alternative solution to the immediate problems encountered. Problem Solving tries to find a mutually beneficial solution for both parties. Information sharing is an important feature of this style because both parties need to identify common ground and potential solutions that satisfy both (or all) of them [8]. On the other hand, problem-solving styles serve as protective factors in the conflict-stress association [9].

The result implies that the LPU-B administrative personnel is in great need of training in terms of administrative skills as indicated in the survey to avoid the larger scale of conflict in their work environments. Compromising and collaboration are the preferred styles of conflict resolution. However, compromise can leave individuals feeling unsatisfied, whereas collaboration can solve a conflict and result in all individuals having their needs or goals reached [10]. Because of the undesirable personal and organizational consequences of unresolved conflict, employees need to understand how to deal with workplace conflict, and mangers, especially, need to implement effective resolution strategies that can lead to improved workplace climate, communication, and productivity [11].

Succession planning is long-term and systemic. It is defined succession planning as ensuring leadership continuity in key positions, retaining and developing intellectual and knowledge capital for the future and to also encourage individuals [12]. In other words, succession planning encourages leaders to review the demands of the organization by identifying and providing solid developmental experiences for employees for high performance.

Commonly, decision making is very crucial in human life. Most especially if someone belongs to professional environment, so it is very important to obtain outputs with functional use of decision-making skills [13]. Also, there is a positive significant correlation between self-esteem in decision making and overall self-esteem [14],[15]. Decision making skill can affect organization and course of life and social relations [14].

Table 2 presents the professional needs in terms of communication. Communication is an important skill to the workplace; it serves as process to create a good impact for better team effort output. It is also concrete evidence that communication can be a major factor of the success of the team.

Table 2. Professional Needs in terms of Communication

	WM	VI	Rank
1. Active Listening	3.41	of some need	7
2. Oral Communication	3.75	of a great need	2
3. Business Writing	3.7	of a great need	3
4. Grammar Usage	3.67	of a great need	4
5. Letters and Memos	3.61	of a great need	6
6. Presentation Techniques	3.62	of a great need	5
7. Public Speaking	3.93	of a great need	1
8. Information technologies	3.40	of some need	8
Composite Mean	**3.63**	**of a great need**	

Workplace teams often face complex tasks that require teams to share task-relevant information to coordinate actions and collectively accomplish organizational goals. Research suggests that the development of Shared Mental Models (SMM) and Transactive Memory Systems (TMS) can help workplace teams coordinate their actions. These tools enable teams to implicitly coordinate their actions and to perform tasks in fast-paced environments [16].

Based on the result, the professional needs in terms of communication has the composite mean of 3.63 and interpreted as a great need for employees to avoid barriers in communicating with their audiences. Public speaking is identified as ranked number one in the survey (3.93).

Public speaking is extremely important for the employers and employee to perceive this skill to the career success [17]. It was also emphasized that the importance of employee input for improving workplace practices, it was revealed that most of the employee has the restraint in expressing their thoughts, opinion or voice in the fear of miss interpretation of the management in the relation intention of the employee [18].

As the table 2 presents oral communication (3.75), business writing (3.7), grammar usage (3.67), presentation technique (3.62) & letters and memo (3.61) has been interpreted also as in great need for their job performance. On the other hand active listening (3.41) and Information technologies such email protocol, uses of MS word, excel, powerpoint and lay-outing

applications (3.40) has been interpreted as some need of improvement. Mostly in the higher education institution uses technology-based performance. [19]. LPU-B administrative personnel have shown that there are confidently aware on the use on Microsoft office and other lay-outing applications because it was well provided and maintained in their workplaces. Likewise, the Microsoft 365 account was provided for free access for all employees and being utilized by the whole institution as an effective medium of communication.

In this modern business world, there are various ways of communicating within the organization. Internal communication refers to the sharing of information within an organization for business purposes. Based on the experiences of seasoned leaders, including this author, still the best form of communication is the face to face communication. Face-to-face communication, as per author's experience, conveys not only a speedy understanding of the message or information; importantly, this also forms a better form of fellowship and bonding with each other, that is vital for a creation of unity and teamwork within the organization. However, this form of face to face communication is oftentimes not possible, due to expanding roles of leaders who have to attend to various commitments, which include responsibilities on how to continuously innovate the ways in meeting customer needs and requirements. Organizations must continue to share information to its employees so it can travel beyond efficiency and towards an innovative culture [20].

Table 3. Professional Needs in-terms of Customer Service

Customer Service	WM	VI	Rank
1. Customer Service Strategies	3.54	of a great need	3
2. Handling Hostile Customers	3.67	of a great need	1
3. Quality Service	3.51	of a great need	4
4. Processing of Customer Complaints	3.66	of a great need	2
Composite Mean	**3.59**	**of a great need**	

Survey says that LPU administrative personnel are in a great need of training in terms of Customer Service with the composite mean of 3.59.

The researcher found out that all of the indicators of professional needs in terms of Customer Service are in of a great need of improvement, Handling Hostile Customers (3.67) is in the rank number 1 in table 3 followed by Processing of Customer Complaints (3.66),

Customer Service Strategies (3.54) and Quality Service (3.51).

Customer Service will determine the success of the Institution. The stakeholder believed that in all organization customer service is the spirit of success. The employee especially the front liner should have the ability to identify how to learn the need of the stakeholder. Listening, understanding and serve can delighted the stakeholders and produce a growing profit year after year [21]. Since the customer service is the top expectation from the institution and to produce a exceptional service, the management should support the employee to attend a training that is related to customer service [22]. The work of the employees is important for two reasons: either positive or negative value which has a direct impact on the experience of the guests. Stakeholders expect the organization to provide a exceptional employee that can cater all they need with timeliness, attentiveness and well accommodating treatment [23].

The employee should always keep calm and don't be affected personally if the employee is expressing retaliating complaints towards to their services, instead of being affected it is better to provide a quality service while resolving the complaints. In a study conducted shows that employee experience greater anger when they blame someone other than themselves for causing the service failure mostly if they didn't resolve it properly [24].

Table 4. Professional Needs in terms of Health and Safety

Health and Safety	WM	VI	Rank
1. First Aid	3.75	of a great need	3
2. Hazard Communications	3.70	of a great need	4.5
3. Health and Safety in the Work Environment	3.70	of a great need	4.5
4. Fire Precautions	3.59	of a great need	5
5. Personal Protective Equipment	3.56	of a great need	7
6. Health and Wellness Activities	3.62	of a great need	6
7. Sexual Harassment	3.33	of some need	9
8. Self Defense	3.87	of a great need	2
9. Stress Management	3.92	of a great need	1
10. Threats and Violence in Work Place	3.44	of some need	8
Composite Mean	3.65	of a great need	

The table 4 shows of a great need for learning that affects their job performance on professional needs in terms of Health and Safety with a composite mean of 3.65. the researcher have concluded that stress management (3.92), self-defense (3.87) and first aid

(3.75) were the top three areas they want to learn more about Health and Safety.

Employee health and safety programs should be a major priority for management because they safe lives, increase productivity, and reduce costs. These health and safety programs should stress employee involvement, continued monitoring, and an overall wellness component [25]. Workplace should not be prone from unwanted instances most especially on health and safety that will affect the function of the employee and the organization. The workplace condition has a direct implication with organization capabilities, the employee must feel the safety to perform above the needs of the stakeholder [26]. It is clear that safe working conditions have an effect on the habits of workers, which in turn impacts on efficiency. This implies that employees working in a safe condition are likely to perform in a way that will not cause them harm.

Aside from employee the Government should also always look ways to address the issue on Health and Safety to secure the implementation of policy in different organizations to increase the motivation and satisfaction of employee that will produce a healthy economy. In an early research conducted its was affirmed that if safety and health found out in the work place leads to motivation and satisfaction. [27]. A labor code of the Philippines is to protect every workingman against the dangers of injury, sickness or death through safe and healthful working conditions, this is also a way to hire and conserve a valuable employee that will contribute to the nation "Health shall cannot a sound state of the body and mind of the worker, which enables him to perform his job normally, in a state of well-being" "Safe or Safety shall refer to the physical or environmental conditions of work or employment, which substantially comply with the provisions of this standard" [28].

In a research conducted it was highly recommended that the organization should lower and minimize the work load and stress of the employee and pay adequate salary and provide training based on their job performance [29].

Non teaching personnel believed that they need in moderate level to learn about hazard communication & health and safety in the work environment (3.70) followed by fire pre caution (3.59), health and wellness activities (3.62), personal protective equipment (3.56). Among ten indicators threats and violence in work place (3.44) and sexual harassment (3.33) is at of some need of improvement.

The higher needs in the Maslow Hierarchy of Needs only come into focus when the lower needs of the pyramid are met. Once an individual has moved upwards to the next pyramid level, needs in the lower level are no longer prioritized. However, if a lower set of needs is suddenly not being met, the individual temporarily refocuses attention on those unfulfilled needs.

Table 5. Learning Needs in Research Competencies

Research Competencies	WM	VI	Rank
1. Conceptualizing areas for research	3.44	of some need	4
2. Analysis and interpretation of data including knowledge of basic statistical techniques	3.69	of a great need	2
3. Research report writing	3.61	of a great need	3
4. Statistical analysis	3.64	of a great need	1
Composite Mean	**3.59**	**of a great need**	

The mission of the University Research Center stated that, "It is committed to improve the institution's research capabilities, enhance research culture and continuously ensure the production of quality research that shall contribute to institutional and community development". For this purpose, a regular budget is appropriated for research. All the research tasks shall comply with the requirements of the institution, Commission on Higher Education and other regulatory standards.

The table 5 revealed that the admin personnel of LPU are still in a great need of training in terms of becoming research competent with the composite mean of 3.59. With the weighted mean of (3.61) statistical analysis was identified as number one reason why the admin personnel is in great need followed by analysis and interpretation of data including knowledge of basic statistical techniques (3.69), research report writing (3.61) and conceptualizing areas for research (3.44) that has been interpreted as of some need. The LPU Administrative personnel see that the research is required for professional and self development through training. Organizational research and analysis would also be needed for assessment of performance management, process reengineering, departmental assessment and well-being of staff members. The LPU administrative personnel believe that analyzing the data available in their workplaces is a key to identify the needs of improvement and summarizing their job performance.

Research is required not just for students and academics, but for all professionals. It is also important for budding and veteran writers [30]. Among professionals, finding an interesting topic to discuss and/or to write about should go beyond personal experience. Research supports a culture of organizational

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learning as a positive influence on innovative employee behaviours [31]. However, it concluded that work engagement also plays a vital role in innovative employee behaviours [32]. In a team, the ability of sharing experiences will be a key result to have an effective research team and conducting research will help to provide new foundation of knowledge for the future uses [33].

Table 6. Learning Needs in Community Extension Services

Community Extension	WM	VI	Rank
1. Conceptualizing community extension projects/activities in line with the field of specialization	3.64	of a great need	1.5
2. Implementing, documenting, monitoring and evaluating community extension activities	3.64	of a great need	1.5
Composite Mean	**3.64**	**of a great need**	

Community extension as one of the trifocal functions of HEIs is where caring and collaboration exist. The institutions together with the different academic departments, students, faculty members and staff have been involved in providing extension service to the adapted community [34].

LPU-B as an active partner of the Community provides services that would be beneficial for the development and quality of living in cleaning its shoreline wherein partnership has established camaraderie and unity among the people in the vicinity [35].

Table 6 shows that learning needs assessment of the University in the area of community extension is in great need in terms of conceptualizing community extension projects/activities in line with the field of specialization and implementing, documenting, monitoring and evaluating community extension (3.64).

Planning, implementing, and evaluating an intervention can be a daunting project, especially for someone who has never been involved in such an effort. However, you can improve your chances of success if following the certain steps [36].

The table 7 shows that all indicators of LNA for personal development is identified of some need of improvement for the LPU admin personnel with the composite mean of 3.44. Still, a room for improvement in the following: professional image (3.49) , Self Discipline and emotional control (3.44), work ethics (3.43) and coping with change (3.39). It showed that the admin personnel want to discover ways that can enhance and promote their image and personal brand and creating a positive reputation based on stakeholder feedback and its audience. In a research conducted shows that professional images emerge on the interaction of societal attributes and individual processes of adoption and revision [37].

Table 7. Learning Needs in terms of Personal Development

Personal Development	WM	VI	Rank
1. Work Ethics	3.43	of some need	3
2. Professional Image	3.49	of some need	1
3. Self Discipline and Emotional Control	3.44	of some need	2
4. Coping with Change	3.39	of some need	4
Composite Mean	**3.44**	**of some need**	

Increasing productivity, performing good written/oral communication and attention to details will be considered as positive traits of an individual employee that will hone better image of organization [38]. Aside from the emotions subject to management control, still there has no systematic examination of the everyday emotions experiences of the employee on their daily activities and interactions with one another. The emotions have been rendered by the emotional stress is not accommodated accordingly it will be dealt with the implication in their job performance for their day to day work [39].

Table 8. Learning Needs in terms of Organizational Needs

Organizational Needs	WM	VI	Rank
1. Understanding Lyceum's Core Values and Institutional Culture	3.34	of some need	6
2. Understanding and implementing 7S (good Housekeeping)	3.21	of some need	7
3. QMS ISO 9001:2008	3.13	of some need	8
4. Investor in people	3.39	of some need	3.5
5. Philippine Quality Award	3.36	of some need	5
6. Other Quality Assurance Tools	3.39	of some need	3.5
7. How to Promote health and safety/First Aid	3.66	of great need	1
8. Building Teamwork (how to be a good team Player)	3.56	of great need	2
Composite Mean	**3.38**	**of some need**	

Table 8 shows that the LNA for organizational needs has of some need of improvement with composite mean of 3.38.

Any company delving into training and development of its workforce should first learn how to properly identify and assess training needs. This is the single most important thing that helps executives to address the gaps between the existing training and training which will be required in the future.

Among the eight indicators in the organizational needs, two of them were found to be of a great need of improvement which is how to promote health and safety/first aid (3.66) and building teamwork on how to be a good team player (3.56). Investor in People (3.39) and Other quality assurance tools (3.39) are also considered of some need followed by Philippine Quality Award (3.36), Understanding Lyceum's Core Values and Institutional Culture (3.34), and the QMS ISO 9001:2008 (3.13).

Generally, it shows that the administrative personnel have a good practice on most indicators of organizational needs. University administrative personnel believed that health and safety is an important factor for the employee to perform well. Total quality is a practice in doing business that attempts to utilize the organization's competitiveness through the continuous improvement of the quality of its services, people, processes, and stakeholders [40].

CONCLUSION

The respondents identified the 62% or 27 out of 43 indicators of in the great need of improvement most specifically on Professional Needs in terms of Health and Safety, Community Extension Services and Professional Needs in terms of Communication. Public Speaking is considered as the top most area they need to learn followed by Stress Management, Self-Defense, a tier on rank four was the Hazard Communications & Health and safety in the work environment and First Aid. For the admin personnel of Lyceum of the Philippines University as institution is in of minor improvement in terms of organizational needs. A development plan was proposed to address the specific need of the non-teaching personnel.

RECOMMENDATION

Development of training techniques should be formulated based on the job performance of the employee. Higher Education Institution must ensure that the administrative personnel are satisfied with the kind of training given to them by using program/activity evaluation. Provide consultation with an expert on a specific concerned of barrier for them to excel on their job performances. Identify what will be the general content of training that should be in accordance with the LNA of the administrative personnel. Educate the employees more in terms of health and Safety/First aid and create more recreational activities to shape their values as a team and work as one. The proposed development plan may be implemented and evaluated its effectiveness.

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PROPOSED DEVELOPMENT PLAN			
Program	**Strategy**	**People Involved**	**Expected Output**
1. Re-orientation on the use of an effective communication medium	Inform the employee on what kind of communication is available on workplaces (how to use and practice). To define that the communication is not barrier and has a different medium that are in need of a correct usage.	HRMD Dept. Head/Dean Employee and Center for Learning and Applied Media (CLAM)	1. The employee will be able to use different way of accurate communications. 2. To exercise their critical thinking and sharing their personal, experience based on insights and best practice cited 3. Improve the Department Head and personnel relation
2. Training on how to handle and address problems in the workplace among employee	Let them gain confidence in assessing problems accurately, evaluating alternative solutions, and anticipating likely risks.	HRMD Dept. Head/Dean Employee, Counseling Center	1. Employee and Department head can easily choose and apply appropriate problem solving and decision making processes and methods 2. Employee and head can also identify common issues to be addressed by an effective problem and decision making 3. To be able recognize the human variable in problem solving and decision making 4. Apply concepts to enhancing personal development and organizational performance 5. Explain the key elements of problem solving and decision making and the barriers associated with them
3. Increasing awareness on stress management among employee	Teach them to identify the source and level of stress on the employee and how to avoid it affecting their job performance	HRMD Dept. Head/Dean Employee Counseling Center	1. Continuous planning and consultation with the expert on the field 2. Addressed sources of stress will be handled properly by the Head and employee without affecting their job performance
4. Health and safety promotions	Expose and increase their awareness on the health and safety precautions	HRMD Dept. Head/Dean Employee	1. More employee can perform their duties without worrying about their health and safety 2. More employee will be able to handle any hazardous situations in terms of their safety in or out of their workplace 3. All employee is ensured and updated with their health status
5. Increasing Societal Awareness in the beneficiaries	Increase community awareness about social issues and to promote the practice of good project delivery which can help the chosen beneficiaries	Com. Ex. HRMD Dept. Head/Dean	1. Having possibilities to select, organize, and manage programs that contribute to change and development 2. Extension facilitators effectively can help individuals, families, and communities to reflect upon their realities and build relevant programmes, thus improving the quality of rural life
6. Practicing exposure on presenting and public speaking	Give example on constructing and planning effective speech or a presenting and hot listening and engaging the audiences.	HRMD Dept. Head/Dean CLAM	1. The employee can confidently communicate more effectively on their workplaces 2. Employee will be able to participate in discussions 3. More improved practical skills in designing and delivering effective presentation interactively
7. Building research capabilities	Showing different research approach that will be used to practice critical thinking and analysis.	HRMD Dept. Head/Dean CRID University Statistician	1. Employee can cite best practices by reading literatures/relate experiences 2. Employee can easily locate information, perform critical reading and evaluating data and information sources 3. Enhance the ability to theory and demonstrate the ability to think outside the box