Perspective of Social Network within Training Needs Assessment Apparatus Resources in Jember Government

Selfi B. Helpiastuti[a*], Mustain Mashud[b], Jusuf Irianto[c]

Postgraduate Student of Airlangga University, Majoring Human Resources Development, Indonesia

[a]Taman Gading Residence, Jember 68132, Indonesia

[b]Semolowaru Indah Residence, Surabaya 60119, Indonesia

[c]Manyar Tirtoasri Residence, Surabaya 60282, Indonesia

[a]Email: selfi_budi_helpiastuti@yahoo.com

[b]Email: mustain.sosiologi@gmail.com

[c]Email: jusufisna@gmail.com

Abstract

The study is to explore the perspective of Social Network within Training Needs Assessment of the apparatus. Aligned of the theory of Training Need assessment analysis found any flaws in the process of collecting and obtaining information about the organization expressed or implied needs that can be met in the training plan. Deficiencies in Training Need assessment models are also believed as a result of inequality of social resources and a lack of attention to the influence of social networks on the benefits of information about training needs. By entering a social network that is the transactional content, has the Nature of the links, and needs structural characteristic in the model Training Need assessment will make it easier and as consideration in planning future training, In such conditions, community personnel resources will be easier to achieve opportunities for initiation, creation and innovation in training tailored to the needs of their roles, responsibilities and functions. So each organization must prepare a program which contains activities that can enhance the capabilities and professionalism of the human resources of the apparatus so that the organization can survive and develop in accordance with the organization's environment.

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[*]Corresponding author.

To achieve optimum productivity, organizations should ensure human resource chooses the appropriate personnel with employment and working conditions that enable them optimally.

Keywords: **S**ocial Network; Training Needs Assessment.

1. Introduction

The research raised from the phenomenon of Training Needs Assessment (TNA) currently held which the information is still lacking aspirational crawl. This is in accordance with the opinion of Fairbairns about "Training Need Assessment: A Critical Study": as an illustration of the training needs assessment barriers caused by networking information tends to be a failure. This is related to the question was not fully answered by the human resource, such as: skills, knowledge and/or human resource attributes that are important in work and ii) the skills, knowledge and/or attributes required/expected by the organization [2].

Often the leaders disappointed with the results of the training, because the investment that has been issued for the training program does not provide progress or change for the organization. Not all the results of the implementation of training in accordance with the expected goals. Investment incurred for the training program would be futile if the training fails to produce a contribution to organizational goals [3].

There are problems of identification of the training needs Training Needs Assessment (TNA) that causes significantly less training activities. One reason the process of election information is based on a 'template' existing (by design). Therefore, the idea of the networking information based on the training needs of existing conditions in the field (naturally).

Identification of training needs assessment that nuanced of naturally and bottom-up can be found in the results of social interaction. This interaction is called as social relationships and will form a social network. Social Network has emerged as a part of the most innovative and successful in research management. There is a link between social networks in the application with the human resources development, as proposed by Hatala that Social Network will help Human Resources Development in the future by providing important information, such as: 1) individuals in an organization as opinion leaders; 2) performance improvement intervention will be successful; 3) individuals promote the transfer of information; and 4) training program (possibly) succeed [4].

2. Structure

2.1. Training Needs Assessment

In each model of training design, the most important and the first step in preparing the design of a training program is the Training Needs Assessment (TNA). This is in accordance with the opinion of Miller & Osinski [8] which suggests that a Training Needs Assessment is the first step of the planning function in management training to identify training needs perceived and urgent need for an agency / institution. If the process of determining the training needs done carefully and detail, the training program will be run well and the training objectives can be achieved as expected. Training Needs Assessment planned and conducted to obtain some data

or information on the condition and needs of employees in their duties. As noted Barbazette [1] that: "Needs Assessment is the process of collecting information about the organization's needs expressed or implied which can be filled with training."

The methods and techniques that can be applied to assess the training needs include the survey, a general observation, individual interviews, focus group [7] and data performance appraisal [12] Training Needs Assessment has several objectives [10].

i.   determine the type of work-related training of employees;
ii. determine the type of training that can increase / improve employee performance;
iii. distinguish between existing training needs with organizational problems;
iv. determine whether the training will affect employee performance;
v.   linking employee performance with organizational objectivesWhile the benefits of Training Needs Analysis [5]

i.   collect information on skills, knowledge and feeling of workers;
ii. collect information on job content and job context;
iii. define performance standards and actual performance in the details of the operation;
iv. involving stakeholders and forming support;
v.   provide data for planning purposes

2.2. Social network

Social Network is a forming process of social relationships that are the result of systematic interaction between two or more people. Called systemic caused occur regularly and repeatedly with the same pattern. Interaction patterns are called as social relationships and will form a social network [9].

Thus, relying on the relationship that is directly or indirectly where a member of a network is a human being (person), can a group of people who represent an organization, institution, organization, or state devices [13] reported that: "In addition to the use of the concept of relational, social network emphasizes: (1) people (actors) and their actions are seen as mutually dependent, (2) relational ties (bonding) between the individual the opportunity to exchange resources, (3) the pattern of relations between individual-social-structure is a good environment to provide opportunities or constraints on individual action, and (4) social network model as a pattern of relationships between actors."

The relational relationship is also a process that is an absolute requirement creation process of interaction. Knowingly or not, in the interaction of fellow human beings, occurs reciprocal influence each other. Thus social interaction is a dynamic relationship between people, groups, or between people of the group. A necessary condition is the existence of social interaction and communication contacts between humans, leading social network. Furthermore, the network itself can be formed from inter-personal relationships, between individuals and institutions, as well as networking among institutions. While the social network is a dimension that may require the support of two other dimensions for cooperation will not be realized without based norms and mutual

trust [6].

The nature of the Social Network in the understanding of social relations and in particular the organizational process are: (1) The transactional content: what is exchanged by the social object; (2) the nature of relationship and (3) structural characteristics [11].

3. Methods

The method used in this research is qualitative with case study approach. Data were analyzed using an interactive model with explanation engineering building [14]. The study seeks to explore how the perspective Social Network Apparatus used in the crawl information Training Needs Assessment.

4. Discussion

4.1. Training Needs Assessment

The implementation of a training program organized by the Training Needs Assessment, namely: the process of gathering information about the organization's needs expressed or implied to be met by training. Methods and techniques in gathering information that can be applied to assess the training needs include the survey, a general observation, individual interviews, focus groups and data performance appraisal.

Recapitulation of the methods of collecting information in the Training Needs Assessment organized by the Jember government can be seen in Table 1. In the table it can be seen that the Training Needs Assessment conducted survey is only just, in the form of a questionnaire. Because it has several reasons: 1) can be applied on the big population; 2) easy way to get feedback; 3) bias can be minimized; dan 4) relatively easy to fill in the questioner.

4.2. Social Network

The development of Social Network is now growing rapidly. In a community of social networks, community/group is a convenient container for exchanging information among group members. This makes a group into the source of information, whether the information mentioned explicitly or implicitly. As well as in a training by the institution, the participants form a community that has a heterogeneous background. However, because there is unity in the training, then comes the initiative to form a group.

Analyzing the results of interviews several informants that the practical arrangements required networking information in a bottom-up training needs, which is manifested in the form of community/social network/association/ community. Due to exist, cannot exist any individual, so that there is awareness that demonstrate the existence, then molded in the form of institutional association. Because it has the same profession so that it has a degree of commonality problems encountered, and that's the end of the official technical meetings usually sharpened in the community.

Table 1: Recapitulation Methods of Training Needs Assessment conducted by Jember Government.

No.	TNA Method	Result	Implemented/ Not Implemented	Research Result
1.	Survey	Available	Implemented	1) can be applied on the big population 2) easy way to get feedback 3) bias can be minimized 4) relatively easy to fill in the questioner
2.	General Interview	Non Data	Not Implemented	(1) high cost (2) a lot of observer which is should do observation and monitoring from each institutes and capture of training need information.
3.	Individual Interview	Non Data	Not Implemented	(1) from the experience shown a lot of employees does want to be interview. They assume their job and position will be threatened (2) of course need to good analysis during interview.
4.	Focus Group	Non Data	Not Implemeted	High cost, the expenses incurred to hold regular meetings and also when members of the group come from different areas. Although the cost of organizing is big, these groups provide useful information as a basis for further investigation through surveys or interviews.
5.	Performance Appraisal	Non Data	Not Implemented	Appraisal form should be structured and managers must be skilled in the process of assessing performance. Because in assessing the performance takes a long time then in capturing information through performance reports not be used as a Training Needs Assessment.

(Source: Research Result 2015)

According to researcher, would be more appropriate, if the technical training was organized by the hope/desire Human Resources Apparatus/civil servants in accordance with the principal task of the job or function. A series of training courses / training that aim to increase the capacity and competence of employees to increase

performance in accordance with people's needs are constantly changing and improving. To explore (identify) the real needs of employees in the field are "naturally", bottom-up identification to be matched to the material, models and techniques of training it is necessary to study the identification of training needs nuanced 'naturally' and bottom-up, among others, can be found through social network initiated by the Human Resources Apparatus/civil servants who make up the community.

It is not wise to gather information only on one by one person only. That is, as is done in the crawl information training needs one of them is through individual analysis. Instead, information is collected on some relationships in an attempt to capture the wealth of ideas, initiation, proposal, creative and innovative desire among actors. Therefore, usually to measure several relationships, defined as a collection of a certain type of bond between actors in the group. For each group of actors, may measure some different relationship. For example, in addition to measuring the friendship among employees, there may also be friendship between managers and employees. That's an important difference is that the relation refers to the collection of a certain type of bond is measured on a couple of actors from a specific set of actors, ties itself only exists between a couple actors.

The reality is often the case, that the trainees have informal network which often take place in non-formal but has a big role and so-called social network. An important role Social Network is driven by the desire/hope in training needs. In the context of Human Resources Apparatus, this requirement is related to their duties in the office. Initiation, creativity, motivation and innovation even the Human Resources Apparatus real terms this is actually necessary to help fulfill its duties in the field.

4.3. Perspective of Social Network within Training Needs Assessment

Training need assessment is a strategic step to find the right training program for the organization and Human Resources Apparatus. Assessment of training needs is very important because it provides information regarding the level of expertise, knowledge and expected (feeling) Apparatus human resources that exist within an organization.[5]. In regards to this information, organizations can know the gap between the organization's needs and capabilities by Human Resources Apparatus. The training held is expected to be focused on filling these gaps.

The most important of implementation the Technical Training program is stage of the training needs assessment that focuses on who should receive training and the type of training that followed. In the perspective of the Social Network, technical training that should be followed is training which is tailored to the needs Apparatus Resources are based on the nature of the social network. This can be seen in the following table 2 below:

5. Result

The proposal from researcher is a perspective Social Network in Training Needs Assessment. Social Network can help practitioners Human Resources to make changes, it can test the ties that affect the exchange of information, resources, knowledge, behavior between individuals that can be known about the expectations/initiatives/ideas of Human Resource Apparatus of needs training needed to comply with the execution of tasks.

Formally, the collection of information for the assessment of training needs to use: surveys/questionnaires, interviews, observation, focus group and performance appraisal.

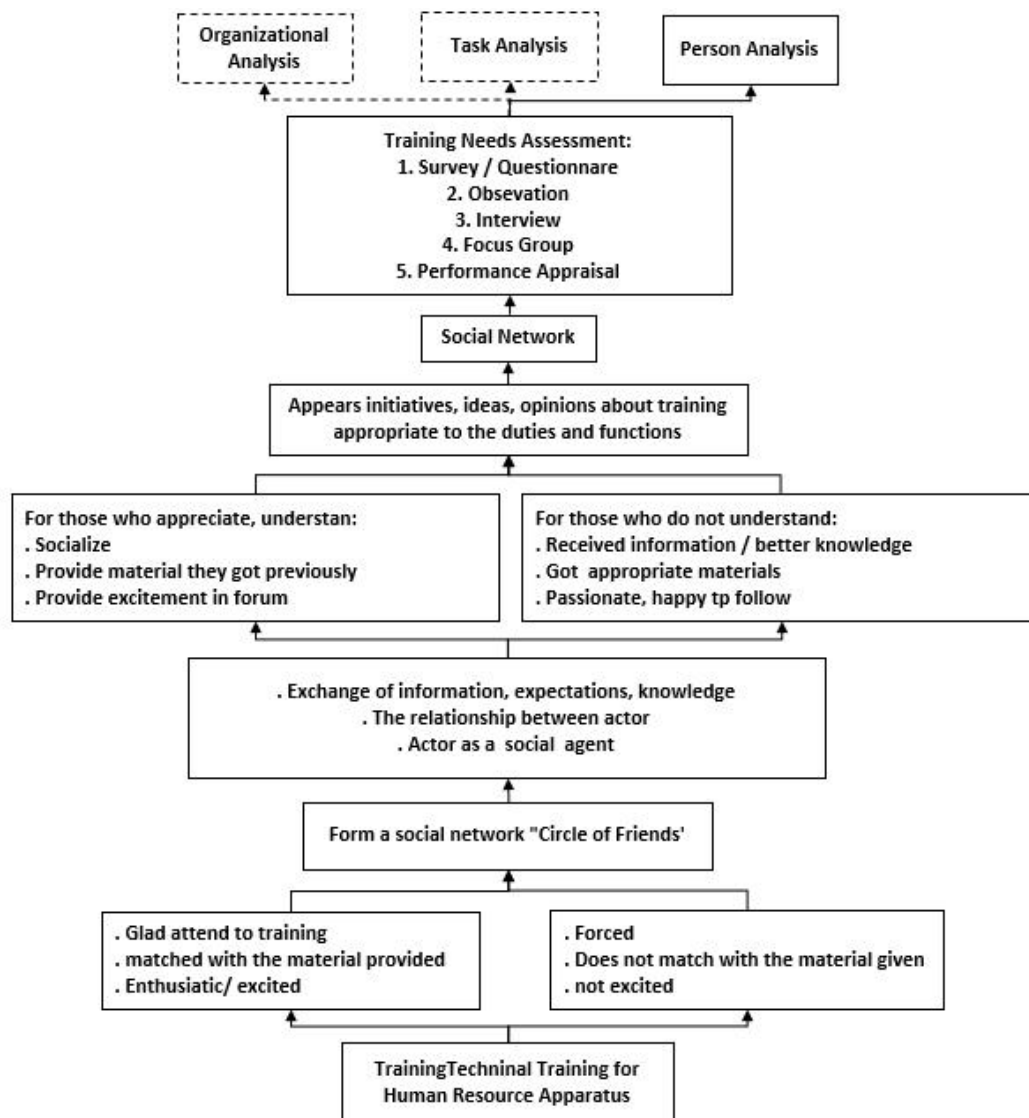**Table 2:** Perspective of Social Network Recapitulation in the networking information Training Needs Assessment

No.	Characteristic of Social Network	Dimension	Research Result
1.	Transactional Content	a. exchange expectation b. exchange of knowledge c. exchange of information	Networking information for Training Needs Assessment through transactional values is very important to be able to accommodate the training needs of the expected / desired by members of social network
2.	Nature of Relationship	a. Intensity of meeting b. Reciprocal relationship	Networking information for Training Needs Assessment through the nature of international relations can bring up the proposals, ideas, and the expected initiation of training needs in accordance with their duties and functions.
3.	Structural Characteristics	a. internal social agent b. external social agent	Networking information for Training Needs assessment through the structural characteristics; internal connecting members can coordinate social network for training needs and external liaison function to create the image, maintaining good relationships with external parties for the benefit of coaching is needed.

(Source: Research Result 2015)

The selected should be appropriate to the culture and organizational structure. Some of the important elements that can be considered in this assessment methodology are: (i) the level of precision required; (ii) the time required to undertake an assessment; (iii) availability of experienced human resources (internal and external) to undertake an assessment; (iv) The cost factor, using either internal resources or external sources; (v) The ability to conduct surveys and interviews in secret.

On the practical arrangements required networking information in a bottom-up training needs, which is manifested in the form of a social network/community/ association. Due to exist, cannot exist any individual, so that there is awareness that demonstrate the existence, then molded in the form of institutional association. Because it has the same profession so that it has a degree of commonality problems encountered, and that's the end of the official technical meetings usually sharpened in the community.

The results of this study are the type of training needs actually arise from Apparatus Resources at the bottom of the order in the form of the individuals needs and then work together with the same needs with Human Resources Apparatus another so as to form the same needs. Training needs is what the information for the Training Needs Assessment. Social Network so the approach can be an alternative to the collection of information in the Training Needs Assessment. This can be seen in the following figure 1 below.

Figure 1: Prespective of Social Network Within Training Needs Assessment

6. Conclusion

Networking information inductively via Social Network can be used by the Human Resources Department or the Department of Training and Development to identify training needs of individual (Technical Training). This assessment provides information on skills, knowledge and feeling apparatus that can be used as a reference for exploring the need for training and other forms of development of the others as needed.

Acknowlegdements

These and the Reference headings are in bold. Text below continues as normal.

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