

Dealing with Training Needs Analysis in the Restaurant Business

การจัดการการวิเคราะห์ความต้องการฝึกอบรมในธุรกิจร้านอาหาร

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Abstract

The objective of the study is to increase knowledge about the function that training needs analysis (TNA) performs in knowledge migration in the restaurant business. It was created in response to the question, “What kind of relationship between training needs analysis and knowledge migration is appropriate for the restaurant business?” The restaurant industry has faced several issues up to this point, including high employee turnover, ambiguous products, disparities in knowledge and skill, and difficult procedures. Due to these issues, properly training staff members in restaurants is difficult. This study utilized a documentary approach as the data source, along with interpretive epistemology and qualitative research methods in social science, to collect, analyze, and interpret non-numerical data. Data analysis using topic and content analysis was the established method. Identifying the primary TNA based on a basic comprehension of work performance in the restaurant industry and developing relevant conceptual models that could help achieve this goal were the main goals of this study.

Keywords : knowledge migration, agency mindset theory, restaurant business, training needs analysis

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์คือ ศึกษาเพิ่มความรู้เกี่ยวกับฟังก์ชันการวิเคราะห์ความต้องการการฝึกอบรม (Training Needs Analysis: TNA) เพื่อช่วยดำเนินการย้ายความรู้ในธุรกิจร้านอาหาร มีคำถามการวิจัยคือ “ความสัมพันธ์แบบไหนระหว่างการวิเคราะห์ความต้องการการฝึกอบรมและการโยกย้ายความรู้ที่เหมาะสมสำหรับธุรกิจร้านอาหาร?” ตั้งแต่อดีตจนถึงปัจจุบัน อุตสาหกรรมร้านอาหารต้องเผชิญกับปัญหาหลายประการ เช่น ด้านการบริหาร ด้านการจัดการ และด้านการตลาด รวมถึงการลาออกของพนักงานที่สูง ผลผลิตที่ไม่ชัดเจน ความรู้ ทักษะไม่เท่าเทียมกัน มีการไหลออกของทักษะและความรู้ และขั้นตอนการปฏิบัติงานที่ยากลำบาก ชับซ้อน และซ้ำซ้อน เนื่องจากปัญหาเหล่านี้ การฝึกอบรมพนักงานในธุรกิจร้านอาหารที่เหมาะสมจึงเป็นเรื่องยาก การวิจัยนี้เป็นการวิจัยเชิงคุณภาพ ทำการรวบรวม วิเคราะห์ และตีความข้อมูลที่ไม่ใช่ตัวเลขโดยใช้วิธีการเก็บรวบรวมข้อมูลจากเอกสาร มีการวิเคราะห์ข้อมูลด้วยวิธีการวิเคราะห์เชิงเนื้อหา และใช้การสะท้อนคิดและการวิเคราะห์หาค่าองค์ประกอบหลักของข้อมูล การระบุการวิเคราะห์ความต้องการการฝึกอบรมเบื้องต้นโดยอิงตามความเข้าใจพื้นฐานของประสิทธิภาพการทำงานในธุรกิจร้านอาหาร และพัฒนาแบบจำลองแนวคิดที่เกี่ยวข้องซึ่งสามารถช่วยบรรลุเป้าหมายงานวิจัยนี้

คำสำคัญ : การย้ายความรู้ ทฤษฎีกรอบความคิดของหน่วยงาน ธุรกิจร้านอาหาร การวิเคราะห์ความต้องการการฝึกอบรม

Introduction

Until now, businesses operating in highly competitive and turbulent work environments, including the restaurant industry, have found great value in training needs analysis (TNA), as most employees are expected to continuously enhance their knowledge, skills, and abilities in order to perform complex multitasks efficiently and effectively. Effective training programs are essential for restaurant personnel to guarantee high standards of service and help them reach company objectives. Their attention should be drawn to the TNA process' efficacy, as it aids in the proper implementation of training programs and serves as a crucial catalyst for performance enhancement. Additionally, it calls for the development of excellent absorption skills and a smooth migration of knowledge within trainees. According to Williamson (1993), TNA is a rational method for determining whether there are any training needs inside a company or function. It should involve gathering precise and pertinent data. Moore & Dutton (1978) described that “TNA is a function reorganized as an integral part of any well-designed training program...”

Employees at restaurants must receive a range of training, including instructional courses, coaching sessions, demonstrations, shadowing, and self-learning sections, both before and after their first day of work. This is because they need to learn the ins and outs of their new workplace and adjust to concepts and mindsets related to things like the

menu, procedure, staff relationships, and other subtleties (Jusoh et al., 2011). Analyzing employees' attitudes, mindsets, and expectations regarding their work is crucial if TNA wants to provide them with opportunities for greater job satisfaction resulting from a thorough comprehension and execution of their activities (Ludwikowaks, 2018). In addition to imparting job knowledge, appropriate training may inspire and involve individuals in developing their own abilities and mindsets. The TNA is the first step in a training process that should reveal whether or not training materials should help with problem-solving. Allowing workers to begin self-motivation is also beneficial since they can find job satisfaction in completing things that align with their ideal. They may be able to improve as a result (Pawirosumarto et al., 2017). As a result, the TNA is crucial to starting and maintaining a successful restaurant business. It also helps to consider all aspects of a job's operational area. Therefore, it should be fascinating to investigate the relationship between the TNA and knowledge migration, which allows knowledge transfer in addition to the TNA to offer a cohesive approach that is efficient for developing training and cross-cultural HRM knowledge. Thus, the purpose of this study is to examine the significance of training needs analysis (TNA) in relation to knowledge migration. Specifically, the restaurant industry was selected as a case study, and the research question posed was, "What kind of relationship between TNA and knowledge migration is appropriate for the restaurant industry?"

Research Objectives

To examine the significance of training needs analysis (TNA) in relation to knowledge migration.

Literature Review

One of the most important things to do when some employees are not performing up to a specific average level is training. This is because most businesses, including the restaurant industry, want to be more profitable and be able to supply high-quality products. Additionally, it is a mixed strategy. To achieve their objectives, they must consequently have a high-quality, efficient, and successful method for identifying training needs. Until recently, several employees had resigned within the first year of their careers due to a lack of job training. This should influence the overall performance of the organization, including the restaurant industry. Thus, training needs analysis (TNA) ought to be a top focus for most restaurant operations because it helps bridge the gap in training and detect common issues. This part will therefore concentrate on relevant research papers, such as training need analysis, knowledge migration, and cultural agency theory.

Training Needs Analysis: Since it can support all training goals, budgets, and strategies for effective training, training needs analysis (TNA) is important for all businesses, including the restaurant industry (Reed & Vakola, 2006). This is due to the fact that training is crucial to the restaurant industry and one of the best tools available for helping staff members learn new skills, advance their knowledge, give better performances, boost productivity, and develop into stronger leaders. To study, create, and design pertinent training programs that are worthwhile investments and yield returns that make the business worthwhile, linkage tools are necessary.

Effective training plans, budgets, and strategies can all be supported by training needs analysis (TNA), which is important for all organizations, including restaurants (Reed & Vakola, 2006). This is because, as one of the most effective tools for helping staff members learn new skills, advance their knowledge and abilities, perform better, boost productivity, and become better leaders, training is crucial to the restaurant industry. Linkage tools are necessary to facilitate the process of establishing a connection in order to analyze, create, and develop training programs that are worthwhile investments and yield returns on capital. Consequently, the most powerful tool at their disposal for locating and evaluating pertinent training programs—or courses—should be a training needs analysis (TNA). This will enable them to closely align their training with the requirements of each position or function that will be covered by training at a reasonable cost. Their most effective tool should be a training needs analysis (TNA), which will help them locate and evaluate relevant training courses (or programs). This will make it possible for them to provide training that is both affordable and tightly aligned with the demands of every role or function that will be created.

According to Boydell (1976), TNA should be required since it can help close any gaps in a particular employee's performance or skill set. Bartram & Gibson (1994) argued that "Analyzing training needs provides a focus on direction for investment an organization has to make in its people." It is preferable to draw attention to possible issues—specifically, performance issues—and address them head-on before they worsen. This should make it easier to identify training gaps and create more efficient training programs to satisfy the needs of staff members. Informing upper management of the outcomes is also beneficial. Solomon (1994) mentioned that "in the training sphere there can be a singular divergence of interests between the organization and the individual." Furthermore, TNA is important for organizations to discover some difficulties with human performance and possibly business causes, according to Cotes & Ugarte (2021). As a result, an efficient TNA will assist the restaurant industry in identifying the people who require what kind of training as well as the right training courses.

Most restaurant businesses may build a healthy work environment through a training needs analysis by offering employees a chance for professional advancement, removing toxic interactions, and enhancing job satisfaction through effective incentives. Moreover, it may lessen workers' stress levels and foster a good emotional reaction to their jobs (Pawirosumarto et al., 2017). Restaurant businesses, like any other business, are interested in keeping their employees, so they should analyze their training needs and choose the best ways to motivate them. As a result, a leader must assess whether any additional training is required and use education to improve each worker's performance.

Getting to Know Knowledge Migration

One useful strategy for moving tacit and implicit information, as well as knowledge, from one area of a business to another is knowledge migration. Nowadays, the majority of businesses understand how important knowledge migration is and how it affects mergers and acquisitions significantly. It is because they now prioritize sharing technology platforms, managerial know-how, market experience, corporate cultures, and other intellectual capital that can enhance the productivity and profitability of any organization. Knowledge migration includes the movement of data, information, ideas, tasks, activities, and much more. It goes beyond simple communication. Argote & Ingram (2000) mentioned that knowledge migration is about "the process through which one unit (e.g., group, department, or division) is affected by the experience of another." Knowledge migration is not the same as training. It involves more than just the sharing of information in the form of facts and data. However, it ought to go farther into the internal growth, culture, sentiment, and cognitive abilities of the workforce. According to Iles & Yolles (2002), knowledge migration is a significant aspect in the matter of the cognitive influence on partners. Transferring organizational knowledge ought to be challenging. In the past, most firms underwent a knowledge migration process while transitioning from traditional knowledge to updated knowledge in an overall form of knowledge management.

Knowledge migration is a theory and a practical application. It can be used with business systems, corporate cultures, and cross-cultural knowledge interactions. According to Iles & Yolles (2002), knowledge migration is the result of semantic communication and can lead to the successful development of thorough links between the worldviews of the participants in a supra-system. During the knowledge migration process, new knowledge should be viewed as actor-local spontaneous since it is frequently created locally within a single actor. Abstract: Most firms are trying to foster innovation and solve problems. As a result, knowledge migration is challenging since it entails measuring and evaluating mental knowledge as well as assisting in its conversion into words, images, actions, and procedures

that can be shared across a team, division, and business. The majority of businesses ought to be able to understand how to apply that idea to the current task at hand. Furthermore, knowledge migration is crucial because it can enhance creativity, teamwork, and comprehension in the workplace by filling in the gaps in TNA analysis issues and creating training programs that are tailored to the needs of staff members. Since knowledge and innovation have been the topics of most conversations, it is important to note that although they are completely imperfect, they are better able to convey complex ideas in a comprehensive manner than departments that rely just on facts and data. At the very least, it is important to realize that while most businesses cannot get their workforce to read their minds, they can come close. In other words, it can support the advancement of corporate culture or cross-cultural understanding, service quality, expedited business procedures, increased productivity, and more effective use of resources and business technology.

Agency Mindset

“Living System Theory” by Schwarz (2003) serves as the foundation for agency mindset theory. The modelling approach was more sophisticated since it explains the dynamics of entities that are described as sets of many (at least two) interacting parts. These entities are more or less complex. The theory of agency mindset has the potential to address deficiencies in training requirements analysis, as it describes procedural networks at the individual and small group levels and their impact on higher-level social impact networks of processes, and vice versa, as noted by Yolles (2006). Cultural orientation is a key component of the agency. Assumptions, common norms, and culture are considered to be the foundation of culture; therefore, it begins with highlighting the significance of culture. For a deeper understanding, consider the actions and artifacts that could represent various orientations (e.g., symbols, language, stories, rituals, etc.). It also has a connection to the importance of and potential for altering or innovating the environment’s nature at both lower and higher ranks. Given that TNA is the initial step in the training procedure. It should consist of a sequence of actions that demonstrate whether or not the stated difficulties can be resolved with training. To help owners, the human resource department, or managers comprehend employees, it ought to be necessary to introduce the idea of cultural agency theory, such as agency mindset theory. Through interactive impact and cognitive processes that result in behavioral patterns, personality traits, conduct, and perception—all complex aspects of agency—can be better understood with the aid of this (Fink & Yolles, 2015). Similar to TNA, it also occurs for the psychological attributes of the social collective (e.g., the restaurant business). Because code is a system in which one object (such as a word,

number, or symbol) stands for something else (such as another word, symbol, or number; an idea or meme), it is necessary for successful communication in order to build TNA. Effective TNA implementation requires the use of communicative codes to link hidden information and foster mutual understanding amongst parties. TNA encompasses a number of distinct elements, such as psychomotor skills, procedural skills, information transfer, communication skills, corporate cultural learning, performance training, massive thinking, and physiological stresses. These pertain to recognizing deficiencies and issues between employee training and training needs. Given that individuals are complicated systems that are challenging to comprehend and that we are unable to directly access the minds of others, communication codes ought to be used to link stimuli with communicators. Furthermore, it ought to necessitate an affiliation with a collective mental framework. It is made up of normative personality traits. As a result, there ought to be a connection between this and knowing more about the cognitive comprehension, knowledge, and learning and development capacities of relevant individuals in order to successfully close performance gaps. The agency mindset hypothesis ought to be discussed.

Restaurant Business

Due to their ability to support local agriculture, create jobs in the community, and retain hard-earned money within the community, restaurants have become both a vital part of the global and regional economies and a stronghold of local communities. The managers and owners of the local restaurants must understand, though, that patronizing their establishment brings in nearly four times as much money to the area's economy. Instead of going out to eat for the sole purpose of meeting their nutritional needs, the majority of patrons want to have an amazing experience, spend time with friends and family, and escape from everyday life and issues. Furthermore, the restaurant industry contributes to the creation of new middle-class jobs at a rate that is multiple times faster than that of any other industry. It is also a community hub where the majority of young people may obtain entry-level employment and where adults can launch rewarding careers. There are four crucial components that, when taken into account, help a restaurant build a solid reputation and become a great business. They (1) are in a decent location, (2) have professional and courteous service staff, (3) have skilled staff, and (4) have a pleasant ambiance with décor that fits the restaurant's theme. Effective training is the foundation of these four elements to running a successful restaurant since it may establish a high bar for the calibre of the food and the level of professionalism of the service provided to customers. They can also improve the way a restaurant seems to the public and its patrons, which ought to encourage patrons to come back as often as they like. This could also result

in major operational issues for restaurants in terms of hiring and training qualified staff. They should therefore use an efficient training needs analysis as one more instrument to assist in developing training programs that are suitable for addressing those needs or requirements.

Methodology

In order to respond to the question, “What kind of relationship between training needs analysis and knowledge migration is appropriate for the restaurant business?” The study was developed to apply a subjective ontology, an interpretive epistemology, and a qualitative methodology. By employing content analysis and theme data coding and analysis methodologies for data analysis from the restaurant business training needs circumstances, this should assist the researchers in developing a proper understanding of the demand for effective training. Consequently, it will be divided into the following two sections:

Data

Finding out how TNA in the restaurant business relates to knowledge migration is the main goal of this study, which aims to enhance employee engagement, work happiness, and performance in the restaurant setting. In terms of data collection, the researchers used a documentary technique that involved looking through a variety of publications, including HR magazines, Hospitality Business magazines, Chef & Restaurant magazines, FSR magazines, Manage HR magazines, BBC News, HR Worlds, and Nation’s Restaurant newspapers since 2010. Furthermore, the triangulation approach was used to apply validity and reliability to make sure that the research philosophy aligns with the findings. Multiple individuals, including human resources specialists, academics, and human resources personnel, analyzed the same data from various perspectives.

Data Analysis

Qualitative social science software was used to analyze content and thematic codes in order to create a basis for qualitative data analysis for this study. From the study, they said the researchers in producing fresh concepts and insights. Furthermore, during the research process, they adhered rigorously to research ethics in the humanities and social sciences with regard to study design and execution, respect for individuals and society, and utilization of resources and research discoveries.

Results and Discussion

A well-trained workforce may bring significant benefits to any organization, including increased productivity, decreased recruiting expenses, and time and cost savings. This is also applicable to the restaurant industry, based on the study's findings. Rather than merely adhering to business policies and the human resources department, the most challenging aspect is locating training that may enhance employees' abilities, competencies, and knowledge while simultaneously addressing problems in job performance. Since most workers in the restaurant industry desire to grow professionally, progress in their jobs, and be on par with their peers, in addition to contributing to the expansion of the company and raising sales and profits. However, ensuring that workers in all roles have access to the right training to help them stand out in the fiercely competitive restaurant industry should be one of the most challenging tasks for the human resources department. Finding training that consistently satisfies employees' needs might be challenging at times, though. The human resource department and restaurant owners need to be adept at using psychology to learn about and examine their staff as "employee personas" and analyze them accordingly. In order to get the desired results, they also need to cooperate with qualified and experienced trainers. They should also have an open-minded viewpoint and be willing to listen to different information to be assessed in action. The survey also states that managing food, providing excellent customer service, running a smooth operation, and maintaining a high standard of quality are important professional abilities in the restaurant industry. These are skills that only a well-trained staff member can possess since they include some of the finer points of customer care that guarantee repeat business and encourage word-of-mouth recommendations for friends and family. The survey found that the majority of patrons typically prefer to visit restaurants in order to enjoy fine dining in a pleasant setting. Appropriate restaurant operations, which include providing excellent customer service, are essential to patron satisfaction and can increase patron engagement.

According to the study, training needs analysis (TNA) is another tool that restaurant business strategies can use to gain a competitive edge. It has to do with handling knowledge, which is encouraging staff members to migrate, exchange, and transmit knowledge to others. To accomplish the migration and transfer of information both inside and outside a restaurant business, it also entails fostering positive relationships. It also necessitates a suitable influence on a person's inclination to participate in a knowledge-sharing behavior process. Knowledge sharing will be impacted by both extrinsic and intrinsic incentives as a result. To encode and decode communications that employees will transmit to TNA and receive from TNA, the proper communication code is needed.

The study indicates that TNA can be a useful tool for the restaurant industry and its human resource department to better organize upcoming training, which should help them save money, time, and resources. The study's analysis suggests that it may give restaurant employees a chance to develop a strategy that will aid in the TNA process. As the study has shown, TNA can also offer an opportunity for employers to carefully anticipate their future training needs rather than imposing expectations on them. The majority of people, however, believe that TNA is merely a formality and that training is merely a scenario of business practices. This is because cultural backdrops are frequently created with human resource departments, and owners are under subtle pressure to satisfy their corporate client, the line manager, by taking orders from them without first consulting them for more thorough analysis. The study concludes that the needs of restaurant staff should be considered as internal clients and these demands should be connected to the commercial goals of the establishment. However, in order to save money and prevent a misinterpretation of the training concept—which is not learning—the internal clientele should be divided according to a criterion known as 'Business Persona.'

New Knowledge

Given the importance of employee performance, motivation, and training to the business, restaurant firms ought to be obliged to do training needs analyses, or TNAs. The study suggests that as an employee's activities can have a direct impact on a company, they should be completed as soon as possible after employment in order to attain sophisticated job satisfaction, employee motivation, and restaurant performance.

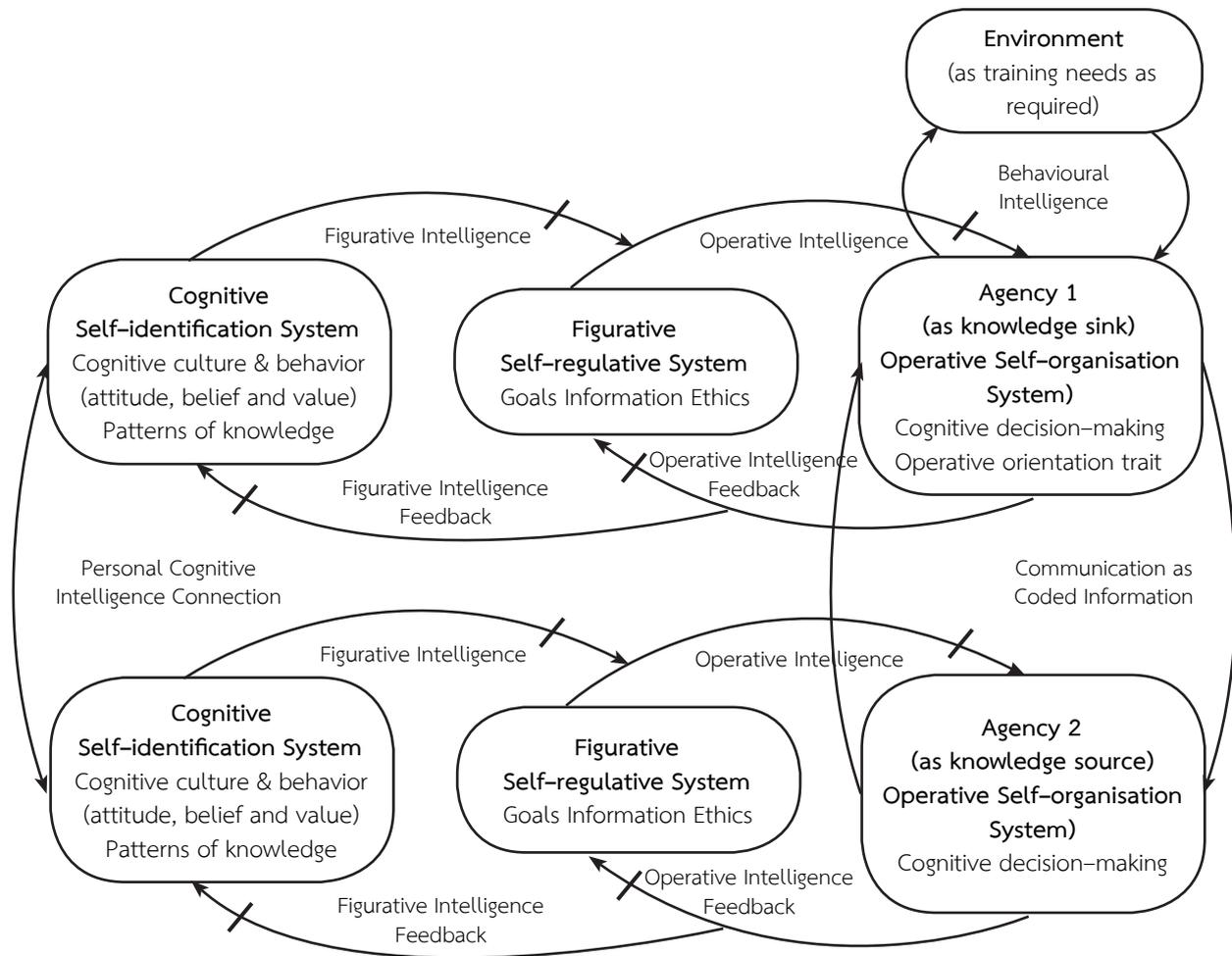


Figure 1: The Model of Cognition and Affect Personalities of the Agency for Developing Training Needs Requirements (Source: Researcher)

However, TNA in the restaurant business should be different from other businesses, which means it should start before employees’ first day of work. Nonetheless, TNA ought to be more distinct in the restaurant business than in other sectors, which means that it ought to start before employees’ first day of a deeper comprehension of individual employee personas and staff segmentations is necessary for training needs analysis (TNA), as these factors will impact training curricula and measurements/evaluations. This will have an impact on restaurant earnings, customer satisfaction, and revenue. Therefore, based on the study analysis, Figure 1 should be another model that restaurant owners and HR departments could use to help them understand the unique qualities of each person’s knowledge as well as how each person processes information and knowledge. The agency’s cognitive and affective personality interaction model for creating training requirements (TNA) is depicted in

Figure 1. There are four fascinating realms in play here. These are the following: (1) cognitive self-identification system, (2) figurative self-regulation system, (3) operative self-organization system (presented as an agency), and (4) environment (as a training need required). Each agency will be evaluated in each period and then decoded using an appropriate communication code. This is a result of the way that employees view their work and how they assimilate information from environments or training. People may be able to comprehend workers better as a result, which may boost workers' job satisfaction as they are better able to comprehend and complete their responsibilities (Ludwikowska, 2018). According to Pawirosumarto et al. (2017), TNA can help employees feel better emotionally about their work and experience reduced stress levels in addition to meeting their training needs. Furthermore, while companies in the restaurant industry are still interested in staff retention just like other businesses, they should take into account the ideal model that Figure 1 gives for motivation, connection, and engagement. Figure 1 illustrates how the owners and HR departments should actively work to create a pleasant work environment and assist staff in building amicable relationships by promoting close communication with a suitable communication code and eliminating harmfulness in the workplace. According to Selvarajan et al. (2018), there is a strong correlation between pleasant interactions and connections between managers and employees, or between top levels and operating levels, and these factors can boost job satisfaction and foster workplace engagement. They may also serve as an additional useful strategy for fostering long-term employee engagement, boosting pay, and encouraging promotions—all of which improve employee retention. For that reason, these should work well in the restaurant business.

Understanding Employee Persona Training Needs Cycle Model

According to the study, training needs analysis (TNA) necessitates a suitable, methodical approach to training type analysis. These should be essential details about how the training is to be carried out. It should be finished before starting any training. The needs must be identified in order to ensure that it meets the demands of the workers as well as the firm. It might also assist in pinpointing areas where restaurant staff needs to be enhanced, and it will encourage the development of efficient training initiatives that will support company growth. TNA comprises a comprehensive analysis of the company's training needs at every level, the research claims. An assessment of the trainees' needs is strongly advised by competent restaurant training specialists and their instructors prior to any instruction. Taking this initial step is crucial. Investments of time, money, or resources are essentially required for training. Fully utilizing resources and improving the success of the training

program are two outcomes that can result from an asset that can meet real needs and significantly impact the restaurant's performance. Training is expected to yield returns in the form of enhanced performance, which will lead to business objectives, as is the case with most business investment goals. So, how should a TNA be conducted? How should we start? What is required? How do we organize? How can it be accomplished? How much of a difference is that?

According to the study analysis, training needs analysis (TNA) assists restaurant businesses in identifying skills and training gaps and issues that prevent their current employees from performing the jobs that need to be done and those that are coming up. In order to create the best training program or course that will fulfill the skill and training requirements of the employees to boost productivity and ultimately reach the goals and objectives set by the company, training managers carefully analyze the data. Every manager or leader in the restaurant industry wants their staff to work at their best and perform at their highest level. Employees must be fully capable and competent to carry out their given duties if companies are to meet their objectives and increase production. It is essentially a TNA's responsibility to compare an employee's actual performance to their expected performance in order to determine which employees in the business need training. Which kind of training should be required? How can a business design a training program that effectively bridges performance gaps and meets the needs of its employees? What impact will training have on a worker's output? What resources will these training programs require, and how much will they cost? Figure 2 illustrates the Continuous Knowledge Cycle Development of Individual Persona, also known as Employee Persona, which can assist in the TNA method by analyzing suitable training programs for restaurant employees and being implemented to understand skill gaps.

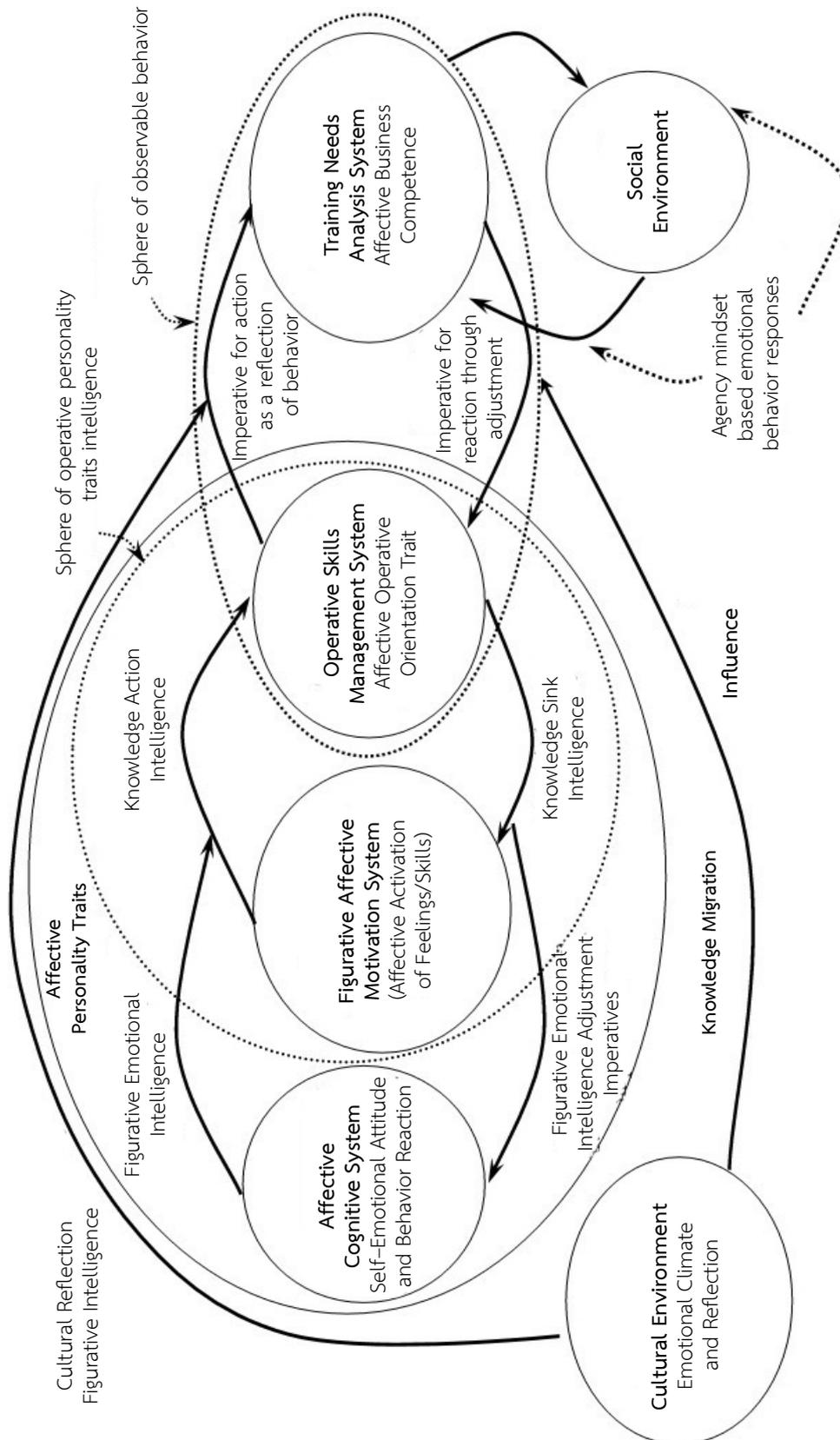


Figure 2: The Continuous Knowledge Cycle Development of Individual Persona (or Employee Persona)
(Source: Researcher)

According to the study's analysis, Figure 2 presents the model known as the "Continuous Knowledge Cycle Development of Individual Persona", also known as employee personas. This model is intended to assist restaurant businesses in analyzing and comprehending their workforces for all appropriate training needs analysis methods, including focus groups, direct observation, interviews, assessments, and surveys, among others. Normative personality should be defined in terms of three areas: (1) the affective cognitive system; (2) the figurative affective motivation system (where it encourages active self-assertion to accomplish group or personal goals and to master and change the natural and social environment); and (3) the operative skills management system (where most employees are socialized to take the hierarchical distribution of roles for granted and develop skills, abilities, and knowledge and to fulfill the obligations and rules attached to their roles).

Additionally, it enables workers to connect over common interests as people, where they are conditioned to internalize a commitment to cooperation and empathy for all. The model needs to be applicable to TNA systems, wherein it establishes a connection to the social environment that arises from interactions with this domain. Numerous transitive intelligences support these generations through various channels. It is best to think of these intelligences as a network of relational processes of transformation of a definable set of components of a particular domain of the living system (i) realize and adapt the relations that produce them through their interactions and transformations, continuously renewing themselves, and (ii) constitute its socio-cognitive nature as a concrete unity. Developing an internal connecting orientation within an agency (or its personality towards its surroundings) is what makes something intelligent. Among the intelligences are figurative intelligence, which Yolles et al. (2011) described as a form of autogenesis and which offers fundamental relational explanations of reality as a reflection of patterns of knowledge, and operative intelligence, which frames how the world is understood and where understanding is unsuccessful.

The system of operational skills management manifests strategic schemas from the figurative emotive motivation. It transfers authority from the overall personality to the operational skill management system of the agency, establishing guidelines and making agency schemas evident. Both consist of an agency that is tasked with implementing the policies that emerge from normative interactions with the model; these may involve other agencies. However, they also involve networks, bureaucracy, and hierarchy in the agency. A structural coupling, defined as the epistemic relationship between two linked 'living system' entities that creates an interactive link between their past, present, and future knowledge production, can be used to explain this.

Conclusion and Recommendations

Up until now, training needs analysis (TNA) has been outstanding in practically every industry, business, and position. It encompasses the restaurant industry, which has intricate features, traits, methods, and components that are necessary for effective staff training to raise productivity levels in the industry. Employees need training in order to carry out their responsibilities to the best of their abilities, particularly when their roles change or evolve—for instance, when they start a new job. Through knowledge migration, this study seeks to shed light on the significance of TNA in the restaurant industry. Specifically, knowledge migration is expected to provide restaurant owners and HR departments with a general model to aid in their TNA process and a better understanding of it. Furthermore, the design was grounded in qualitative research, utilizing a documentary method for data collection and a content and thematic approach for study data analysis.

The restaurant industry should do a TNA to determine the precise training needed to help staff members advance their knowledge, skills, or talents. Because training pertains to acquiring certain skills, habits, and individual and corporate cultures, the two study models should be able to help restaurants discover deeper information about their employees when they build employee training programs. In order to identify training needs for important business courses and a profitable investment in knowledge that will not be lost but instead lead to continual improvement, the concept of knowledge migration should be actually applied. Consequently, it ought to be advantageous for them to recognize deficiencies in employees' knowledge or abilities as well as the training necessary for them to carry out their jobs to the highest caliber. If TNA can collaborate with the idea of knowledge migration, it will be beneficial in the long run. This is because TNA can detect training needs before they have a bigger impact on the restaurant industry and become a more serious concern, which will ultimately increase employee productivity and raise the standard to which they perform their duties. Additionally, TNA can assist businesses in understanding the tools available to them in order to give their staff members excellent training.

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