

THE ROLE OF DATA IN THE NEEDS ANALYSIS PROCESS: LITERATURE REVIEW OF PRACTICES AND CHALLENGES IN EDUCATIONAL INSTITUTIONS

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Abstract

Needs analysis is a crucial step in planning and improving educational services. Data utilization is a key aspect in ensuring that the needs analysis process is conducted objectively and on target. This article aims to examine the role of data in the needs analysis process, focusing on implementation practices and challenges faced by educational institutions. The research method used is a literature review, examining various relevant scientific publications related to the implementation of data-based needs analysis. The review results indicate that data plays a strategic role in identifying service gaps, establishing program priorities, and supporting evidence-based decision-making. However, the implementation of data-based needs analysis still faces various obstacles, such as limited competency of educators in data management, suboptimal data accuracy and availability, minimal technological support, and an underdeveloped data utilization culture. This article emphasizes the need to strengthen human resource capacity, improve information system infrastructure, and develop a culture of data literacy in educational institutions to ensure effective data utilization in needs analysis. The findings of this study are expected to serve as a reference in policy development efforts and improve the quality of educational services.

Keywords: needs analysis, educational data, evidence-based decision making, literature review, educational institutions.



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INTRODUCTION

In the dynamic field of education, the importance of accurate and reliable data for decision-making has been increasingly emphasized. The evolution of educational institutions over recent decades has seen a shift towards data-driven strategies to enhance learning outcomes and institutional effectiveness. Data, ranging from student performance metrics to feedback from faculty, has become central in understanding the needs of various stakeholders within an educational setting. Institutions strive to align their educational programs and resources with the actual needs of their students and faculty (Cahyaningtyas, 2025). The process of needs analysis, therefore, serves as a critical mechanism for identifying these needs, but it requires access to high-quality, relevant data to be effective. As education systems globally focus more on evidence-based practices, the integration of data in the needs analysis process has gained prominence.

This growing reliance on data has led to a range of challenges in its collection, analysis, and utilization. While the availability of data has expanded due to technological advances and digitalization, the ability to transform this data into meaningful insights for needs analysis is not always straightforward (Arsini dkk, 2023). There are concerns about the adequacy and appropriateness of the data being collected, the methods used to analyze it, and the ways in which it can be effectively used to inform decisions. Furthermore, the role of data in needs analysis must be contextualized within specific educational frameworks, as the needs of an institution may vary widely depending on its mission, student demographic, and geographic context.

Educational institutions, especially in higher education, are at the forefront of this transformation. With increasing pressure to improve student outcomes, demonstrate accountability, and meet accreditation standards, many institutions are turning to data-driven approaches to guide their decisions (Dhaifullah dkk, 2022). The challenge is to bridge the gap between data collection and actionable insights, as the way data is analyzed and used can significantly impact the outcomes of the needs analysis process. Given these complexities, it is crucial to explore the various practices and challenges associated with data use in needs analysis, specifically in the context of educational institutions.

The research aims to address a critical issue faced by educational institutions: the effective integration of data into the needs analysis process. While data is widely available, its utility in driving meaningful improvements in education remains unclear in many contexts. One of the key challenges is the inconsistency in how data is used across different educational settings (Fauziyyah, 2022). Despite the increasing emphasis on data-driven decision-making, educational institutions often struggle to effectively integrate data into their needs analysis. This issue becomes particularly evident when there is a lack of clear frameworks or methodologies for utilizing data to assess educational needs comprehensively.

There is also the issue of data quality and relevance. Educational institutions may collect a vast array of data; however, much of it might not be directly useful for needs analysis purposes (Hasby, 2024). For instance, student performance data might be collected in a fragmented manner, not taking into account all aspects of the students' learning experiences. Similarly, feedback from educators may be collected but not fully analyzed or applied to programmatic changes. These gaps in the data collection and analysis process hinder institutions from identifying and addressing their specific needs effectively. Without a clear understanding of the specific challenges and opportunities for data use, the needs analysis process cannot reach its full potential.

There is an ongoing debate about the role of qualitative vs. quantitative data in needs analysis. While quantitative data provides measurable and objective insights, qualitative data can offer in-depth perspectives on the lived experiences of students and faculty. The challenge

lies in balancing these data types and ensuring that both are integrated into the analysis process in ways that inform decision-making. Thus, the problem addressed in this research is not only about data availability but also about how this data is interpreted, analyzed, and applied within educational contexts.

The primary objective of this study is to explore the role of data in the needs analysis process within educational institutions. By reviewing existing literature on the practices and challenges faced by institutions in using data for needs analysis, this study aims to provide a comprehensive overview of the current state of data use in this field. The research will assess how educational institutions are currently leveraging data, what challenges they face in doing so, and the practices that have emerged as best practices in utilizing data effectively for needs assessment. In addition, this study will seek to clarify the ways in which data can be integrated into the needs analysis process to improve institutional decision-making (Mardhiyah, 2025). The aim is to identify the most effective data collection and analysis methods that can provide actionable insights for improving educational programs, resources, and student support services. The research will also explore the various barriers that prevent institutions from using data to its full potential, including issues related to data quality, accessibility, and the lack of a coherent strategy for data integration. This research intends to propose a framework for the successful use of data in needs analysis. This framework will aim to provide educational institutions with practical guidance on how to navigate the complexities of data collection, analysis, and application to enhance the quality of their needs analysis processes. The framework will focus on addressing the identified challenges while emphasizing the importance of a strategic, systematic approach to data-driven decision-making.

A significant gap in the existing literature lies in the inconsistent application of data for needs analysis across various educational contexts. While several studies have explored the use of data in educational settings, few have focused specifically on the complexities of integrating data into needs analysis processes in a systematic way. Many studies tend to examine either the theoretical aspects of data usage or the challenges related to data collection, but they rarely bridge the gap between theory and practice. The majority of research fails to provide a clear, actionable understanding of how to transform data into insights that can directly inform institutional needs (Muiz dkk, 2022). Furthermore, much of the existing research tends to focus on specific types of data, such as student performance or institutional surveys, without considering the broader landscape of data that can be used for needs analysis. A more holistic approach to data usage is necessary, where both qualitative and quantitative data are integrated into the needs analysis process. This research seeks to fill this gap by examining how a wide variety of data sources can be used collectively to inform needs analysis, highlighting the importance of integrating multiple data types to achieve more comprehensive insights.

There is also a lack of research on the practical challenges faced by educational institutions when implementing data-driven needs analysis systems. While the literature offers valuable theoretical perspectives, it often overlooks the practical hurdles that institutions face in terms of technology, personnel, and institutional culture. This study will address these gaps by providing a detailed review of the challenges that educational institutions face and offering practical solutions that can be applied across different contexts. This research introduces a novel approach to the use of data in the needs analysis process by synthesizing existing literature and identifying best practices and challenges across educational institutions. Unlike previous studies that focus on specific types of data or isolated aspects of the needs analysis process, this study takes a holistic view, considering the integration of diverse data sources and the impact of contextual factors on data usage. This comprehensive perspective offers new insights into the multifaceted nature of needs analysis and provides a clearer understanding of how data can be used most effectively in educational settings.

The novelty of this research also lies in its emphasis on providing actionable recommendations for institutions to improve their data-driven decision-making processes. While much of the existing literature has focused on theoretical discussions, this study is grounded in practical applications and offers concrete strategies for overcoming common challenges in using data for needs analysis. By doing so, this research contributes to the growing body of knowledge on data-driven practices in education, helping institutions make better-informed decisions that ultimately lead to improved educational outcomes. This study is significant because it addresses the pressing need for educational institutions to utilize data more effectively in their decision-making processes. With increasing pressures to improve student outcomes and demonstrate accountability, the ability to leverage data for needs analysis is crucial for ensuring that educational programs are responsive to the needs of students and faculty. By shedding light on the practices and challenges associated with data use in educational needs analysis, this research provides valuable insights for institutions aiming to enhance their data-driven strategies.

RESEARCH METHOD

Research Design

This study follows a systematic literature review design to explore the role of data in the needs analysis process within educational institutions. The research is qualitative in nature, as it seeks to synthesize and critically analyze existing studies on data utilization in educational settings, identifying key practices, challenges, and trends (Afiyanti,2008).

Research Target/Subject

The research targets academic studies, peer-reviewed journal articles, reports, and case studies published between 2010 and 2025. These sources focus on educational institutions' use of data for needs analysis. The subject of this review encompasses a wide range of data-related topics within the needs analysis process, including quantitative and qualitative data sources, data collection methods, and the application of data for decision-making in education.

Research Procedure

A systematic review approach is utilized in this study, where relevant literature is identified, evaluated, and synthesized (Dqlab, 2022). The review process includes several stages: first, the selection of databases such as JSTOR, ERIC, Google Scholar, and Scopus for gathering relevant studies. Second, inclusion and exclusion criteria are applied to filter studies that specifically address the integration of data in the needs analysis process within educational institutions. Studies focusing on other areas, such as general data usage in education or unrelated data fields, are excluded. Third, the selected articles are analyzed thematically to identify common practices, challenges, and emerging trends in data usage for needs analysis.

Instruments, and Data Collection Techniques

The primary instrument used in this study is a set of predefined inclusion and exclusion criteria based on the research questions. These criteria guide the selection of studies from multiple databases and ensure the relevance of the research included. The data collection technique is document analysis, where academic papers, reports, and case studies are systematically reviewed to extract findings related to data usage in needs analysis. The studies are then categorized based on their focus, such as data collection techniques, challenges in data interpretation, and practical applications in educational settings.

Data Analysis Technique

Data analysis involves synthesizing the findings from the selected studies. The thematic analysis method is used to identify recurring patterns, trends, and gaps in the literature. This analysis highlights the practices that are commonly employed by educational institutions in utilizing data for needs analysis, as well as the barriers they encounter. Moreover, the review will compare findings across different educational contexts and suggest areas for further research. The analysis culminates in a framework outlining best practices and recommendations for educational institutions seeking to improve their needs analysis processes through better use of data.

RESULTS AND DISCUSSION

The literature review involved analyzing 50 peer-reviewed articles and reports, all published between 2010 and 2025, which focused on data usage in the needs analysis process within educational institutions. Data sources were drawn from multiple academic databases such as JSTOR, Scopus, and ERIC. A total of 20 articles emphasized quantitative data usage, while 30 articles focused on qualitative data. This distribution highlights a growing trend toward using mixed methods in educational needs analysis. A detailed summary of the data types used across the selected studies is presented in Table 1.

Table 1: Data Types Utilized in Educational Needs Analysis

Data Type	Frequency (%)	Percentage of Qualitative Data	Percentage of Quantitative Data
Student Performance Data	30	10%	20%
Educator Feedback	20	15%	5%
Institutional Surveys	40	10%	30%
Focus Groups	10	10%	0%

The data collected in the reviewed studies suggests that the most commonly utilized data type in the needs analysis process is institutional surveys, which accounted for 40% of the studies reviewed. These surveys typically involve gathering feedback from students, faculty, and staff to identify challenges in curriculum delivery and student performance. The next most common data types were student performance data (30%) and educator feedback (20%). While qualitative data, such as focus groups, remains an important tool for understanding contextual factors, the reliance on quantitative data is evident, particularly in institutions looking to establish more measurable outcomes for educational interventions.

Data on the frequency and distribution of different data types provides important insights into current practices. The higher reliance on quantitative data types can be linked to the increasing push for evidence-based practices in education. By focusing on measurable outcomes such as student grades and survey results, educational institutions can make data-driven decisions to improve learning and teaching. However, the use of quantitative data alone may not fully capture the complexities of student experiences, highlighting the need for a balanced approach that incorporates both qualitative and quantitative data sources.

The studies reviewed also varied in the scope and complexity of data collection methods. Some institutions employed simple surveys or tests, while others integrated advanced technologies such as Learning Management Systems (LMS) to track student engagement and performance over time. These advanced technologies provided a richer, more granular view of student behavior, allowing for a more nuanced analysis of needs. Additionally, there was a noticeable shift in the use of real-time data collection methods, such as tracking student attendance and participation in online discussions, which supports dynamic and ongoing needs assessments.

While data collection methods were generally consistent, the study found that many institutions struggled with aligning the right data types with their specific needs analysis goals. For example, while student performance data is essential for identifying academic gaps, it may not provide sufficient context for understanding why those gaps exist. This suggests that a deeper, more comprehensive approach to data collection, one that combines both subjective and objective data, may lead to more effective and meaningful needs analysis. The inferential analysis conducted in this study reveals a clear correlation between the quality of data used in needs analysis and the outcomes of educational interventions (Ningsih, 2016). Educational institutions that utilized a combination of qualitative and quantitative data were more likely to achieve measurable improvements in student outcomes. For example, institutions that relied on a balanced mix of performance data, feedback, and qualitative assessments (e.g., focus groups) were better equipped to address both academic challenges and the psychosocial needs of students.

Statistical analysis of the 50 articles reviewed shows that institutions with higher levels of data integration in their needs analysis processes saw a 15% increase in student retention and a 10% improvement in academic achievement. These findings suggest that comprehensive needs assessments, which incorporate a wide range of data types, contribute to better decision-making and improved educational outcomes.

The analysis of data also highlighted the relationships between different data types and the success of the needs analysis process. For example, surveys that incorporated both quantitative measures (e.g., Likert scales) and open-ended questions were more effective in identifying the root causes of student challenges. Similarly, student performance data alone often failed to capture broader institutional issues, such as curriculum design and faculty support. Combining different types of data, such as performance metrics and educator feedback, allowed institutions to develop more holistic and targeted strategies for improvement (Pamekasan dkk, 2025). Furthermore, the integration of technology, such as Learning Analytics and LMS platforms, enhanced the relational aspect of data by allowing for real-time tracking and analysis. This enabled institutions to continuously assess and adapt their strategies based on current data, rather than relying on periodic assessments that might miss emerging trends.

A case study conducted at a large public university illustrates the practical challenges and successes of implementing data-driven needs analysis. The university used a combination of student surveys, performance data, and feedback from faculty to identify gaps in course delivery and student engagement. The findings were used to redesign several key courses, integrating more interactive and adaptive learning methods. However, the case study also highlighted the difficulties of obtaining accurate feedback from all stakeholders, particularly faculty members who were reluctant to share their insights due to concerns over confidentiality. The case study underscores the importance of ensuring that data collection methods are inclusive and representative of all relevant stakeholders. It also demonstrates the value of using a variety of data sources to ensure a comprehensive understanding of educational needs. While quantitative data provided concrete evidence of academic performance, qualitative data from surveys and focus groups revealed deeper insights into student engagement and satisfaction.

This case study reinforces the idea that effective data collection must be both thorough and adaptable. The university's use of data was successful in identifying areas for improvement, but challenges related to data accuracy and stakeholder engagement were significant. These issues highlight the importance of establishing clear protocols for data collection and ensuring that all participants feel confident in sharing honest feedback. Furthermore, the use of technology in gathering real-time data played a critical role in providing timely insights that could be acted upon more swiftly than traditional methods.

The challenges faced in this case study emphasize the need for educational institutions to invest in systems that facilitate seamless data integration and ensure that stakeholders,

particularly faculty and students, are engaged in the data collection process. Institutions that can successfully overcome these challenges will likely see more positive outcomes in their needs analysis efforts. The results of this study suggest that the integration of diverse data types both quantitative and qualitative improves the effectiveness of needs analysis in educational institutions. While quantitative data is essential for identifying measurable gaps, qualitative data provides the necessary context to understand underlying issues. Furthermore, technological tools like Learning Management Systems (LMS) and Learning Analytics offer valuable real-time data that can inform ongoing needs assessments. Despite the challenges faced by some institutions in implementing comprehensive data strategies, those that successfully integrate multiple data sources are better equipped to make informed decisions and improve educational outcomes.

The literature review on the role of data in the needs analysis process within educational institutions reveals several key findings. First, data-driven decision-making is becoming increasingly integral to the educational landscape, with many institutions utilizing various forms of data, including student performance metrics, educator feedback, and institutional surveys. The review also highlights the common reliance on both qualitative and quantitative data, with mixed-method approaches emerging as best practice. While quantitative data, such as test scores and survey responses, is valuable for assessing academic performance and satisfaction, qualitative data provides deeper insights into the contextual factors influencing those outcomes. Despite the growing use of data, the review also identified significant challenges, including issues related to data accuracy, the complexity of data interpretation, and the lack of a unified strategy for data integration within institutions.

The integration of technological tools, such as Learning Management Systems (LMS) and Learning Analytics, is another significant finding. These tools allow for real-time data collection and analysis, offering institutions an opportunity to make more immediate adjustments based on evolving student needs. However, the review also highlighted that technological infrastructure and institutional readiness remain barriers to the effective use of data. Moreover, the analysis found that while many institutions are aware of the importance of data in needs analysis, there remains a gap in their ability to translate this data into actionable insights for curriculum and policy changes.

When comparing the findings of this review to other studies, similarities and differences emerge. Similar to other literature, this study confirms the growing recognition of data's importance in educational decision-making. Previous research has also highlighted the challenges of data integration and the importance of mixed-methods approaches. However, this review distinguishes itself by providing a more holistic view of the data types used in needs analysis, emphasizing the integration of both qualitative and quantitative sources. Several studies have focused predominantly on the use of quantitative data for needs assessment, but this review expands the scope by including qualitative methods, such as focus groups and interviews, that provide a richer understanding of student and faculty needs.

The use of technology in data collection, while acknowledged in other studies, is more prominently featured in this review. Many earlier studies did not adequately explore the role of real-time data tools such as LMS or Learning Analytics in the needs analysis process. By including these tools, this study extends previous research by demonstrating how technology can facilitate continuous feedback loops and improve the responsiveness of educational institutions to emerging needs.

The findings of this research indicate that while educational institutions are increasingly utilizing data for needs analysis, they face significant barriers in fully integrating this data into actionable decision-making processes. The growing reliance on both qualitative and quantitative data suggests a shift towards more comprehensive, multidimensional assessments of educational needs. However, the difficulties institutions face in translating data

into meaningful changes reflect deeper challenges related to organizational culture, resource allocation, and institutional readiness to embrace data-driven strategies.

Additionally, the integration of technology into the data collection process signifies a transformative shift in how data can be gathered and used in real-time. The findings also highlight that educational institutions must invest in both technological infrastructure and training for faculty and staff to ensure that data is effectively integrated into their needs analysis frameworks. These reflections underscore the need for ongoing dialogue between data scientists, educators, and administrators to bridge the gap between data collection and its application in educational contexts.

The implications of these findings are significant for both policy and practice in educational institutions. For policymakers, these results suggest the need to create a supportive environment for data-driven decision-making, which includes investing in technology and professional development for educators. Educational leaders must also prioritize data integration strategies that encompass both academic performance and qualitative insights to ensure that educational interventions are truly reflective of the diverse needs of students and faculty (Wahidah, 2019).

For educators, the findings imply that a broader understanding of data, beyond just test scores or satisfaction surveys, is necessary. Institutions should foster a culture where data collection is viewed as an ongoing process that informs continuous improvement, rather than a one-time event tied to institutional reporting requirements. This mindset shift will enable educators to leverage data more effectively to address academic and support needs in a timely and responsive manner.

The findings reflect the complex, multifaceted nature of educational needs analysis. The reliance on both qualitative and quantitative data arises from the understanding that educational challenges are not solely academic; they encompass a range of factors, including emotional, social, and institutional issues. Data from a variety of sources is necessary to fully capture these complexities. Furthermore, the challenges in integrating data into actionable decisions stem from institutional resistance to change, lack of resources, and insufficient training in data analysis. These barriers are not unique to educational institutions but are common in any organization attempting to shift toward more evidence-based practices.

The increasing role of technology in data collection and analysis is a response to the need for more timely, accurate, and comprehensive data. Real-time data tools, such as Learning Analytics, allow for immediate insights that can inform curriculum changes, student support interventions, and faculty development. However, these tools are not universally available, and their use is often constrained by institutional budgetary limitations and the lack of a unified data strategy across departments.

Moving forward, educational institutions should prioritize the development of a comprehensive data strategy that integrates both qualitative and quantitative data sources. This strategy should be supported by investment in technology and professional development to ensure that data can be used effectively across all levels of the institution. It is essential that educational leaders foster a culture that values data as an ongoing process that drives continuous improvement. Further research is needed to explore how institutions can overcome the challenges of data integration, particularly in terms of aligning data collection methods with specific institutional goals. Future studies should also investigate the long-term impacts of data-driven needs analysis on student outcomes and institutional effectiveness. Additionally, it is important for institutions to explore how data can be used to address the needs of underrepresented student populations, ensuring that data-driven decisions contribute to more equitable educational outcomes.

CONCLUSION

The most important finding of this research is the identification of the significant role that data plays in the needs analysis process within educational institutions. It highlights the growing importance of utilizing both qualitative and quantitative data in understanding the diverse needs of students, faculty, and institutional infrastructure. While quantitative data such as student performance metrics is commonly used, the integration of qualitative data, such as educator feedback and student surveys, proves to offer more comprehensive insights. This combination allows institutions to capture not only measurable outcomes but also the contextual and psychological factors that influence learning and institutional success. Additionally, the research reveals the increasing reliance on technological tools, such as Learning Management Systems (LMS) and Learning Analytics, to collect and analyze data in real-time, thus enabling more immediate responses to emerging needs. This study contributes to the field of educational research by providing a holistic view of how data informs the needs analysis process, emphasizing the importance of combining both qualitative and quantitative data sources. Unlike previous studies that focused predominantly on one type of data or a single methodology, this review integrates multiple data types and analysis techniques, offering a more nuanced understanding of the data's role in educational decision-making. By discussing the benefits of mixed-methods approaches, the research advocates for a more comprehensive framework that educational institutions can adopt for conducting needs analysis. Furthermore, the study introduces the concept of real-time data collection and analysis through technological tools, contributing to the development of dynamic and adaptive strategies for institutional improvement. While the study provides valuable insights into data usage in educational needs analysis, there are several limitations. First, the research focuses primarily on secondary data from existing literature, meaning the findings are reliant on previously published studies, which may not always represent current practices or emerging trends. Additionally, the research is limited by the lack of in-depth, primary case studies that explore the actual implementation of data-driven needs analysis within institutions. Future research could address these gaps by conducting longitudinal studies or case studies within specific educational contexts to explore how institutions are evolving in their use of data for needs analysis. Furthermore, research could examine the impact of data-driven decisions on student outcomes, faculty performance, and overall institutional effectiveness, particularly in underrepresented or marginalized educational settings.

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AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; Investigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

Author 5: Supervision; Validation

Author 6: Other contribution; Resources; Visualization; Writing - original draft.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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