PRACTICAL UNDERSTANDING OF LEARNING AND DEVELOPMENT

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ABSTRACT: *The global competition and swiftness of changes emphasize the importance of human capital within organizations, as well as the swiftness and ways of knowledge gaining of that capital. Learning and development as many refer to it now is one of the most important aspects of our lives and our work. Many people view training as an activity that produces the result or outcome of learning and learning is typically viewed as new knowledge, skills and competencies or abilities. In this report we will discuss the training and development and its importance now a day for all organizations in order to achieve and reach their objectives and goals through set a training plan and then translate this plan to real training courses for each employee to refine and improve their skills, knowledge…est. Also we will talk about the several types and methods of training and development. Finally, how much value or interest that this training and development can offer to the employees and the company itself.*

KEYWORDS: learning, development, training, human resources, management

INTRODUCTION

Learning and development play an important role in the effectiveness of organizations and to the experiences of people in work. Investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development.

Training is different from education; particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aims of training are increasing knowledge while changing attitudes and competences in good manner. Basically the education is formulated within the framework and to syllabus, but the training is not formed in to the frame and as well as syllabus. It may differ from one employee to another, one group to another, even the group in the same class. The reason for that can be mentioned as difference of attitudes and skills from one person to another. Even the situation is that, after good training program, all different type skilled one group of employees can get in to similar capacity, similar skilled group. That is an advantage of the trainings.

In the field of Human Resources Management, Learning and Development is the field concern with organizational activities, which are aimed to bettering individual and group performances in organizational settings. It has been known by many names in the field HRM, such as employee development, human resources development, learning and development etc. Training is really developing employees' capacities through learning and practicing.

Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals.

All employees want to be valuable and remain competitive in the labor market at all times, because they make some demand for employees in the labor market. This can only be achieved through employee training and development. Hence employees have a chance to negotiate as well as employer has a good opportunity to select most suitable person for his vacancy. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his efficiency in discharging his or her duties.

OBJECTIVES:
1.   The project delivers explaining deeply the different between training, development and Learning with their types and importance. Trainings in an organization can be mainly of two types; Internal and External training sessions. Internal training involves when training is organized in-house by the human resources department or training department using either a senior staff or any talented staff in the particular department as a resource person. On the other hand, external training is normally arranged outside the firm and is mostly organized by training institutes or consultants. Whichever training, it is very important for all staff and helps in building career positioning and preparing staff for greater challenges in developing world.

2.   Training and development trend from different perspectives. Employers of labor should enable employees to pursue training and development in a direction that they choose and are interested in, not just in company-assigned directions. Companies should support learning, in general, and not just in support of knowledge needed for the employee's current or next anticipated job. It should be noted that the key factor is keeping the employee interested, attending, engaged, motivated and retained.

3.   The benefits from verity in training methods. For every employee to perform well, especially Supervisors and Managers, there is a need for constant training and development. The right employee training, development and education provides big payoffs for the employer in increased productivity, knowledge, loyalty, and contribution to general growth of the firm. In most cases external trainings for instance provide participants with the avenue to meet new set of people in the same field and network. The meeting will give them the chance to compare issues and find out what is obtainable in each other's environment. This for sure will introduce positive changes where necessary.

LITERATURE REVIEW

Through our lecture review we learned that the terminologies related to HRD has main deference between each other, these terminologies are Training, Development, and Learning. The following question raised and need clear answer:

What are Training, Development, Learning and their importance?

The definitions below state clearly the variety among them. However, if we can simplify the similarity, all of them is part of each other, the big umbrella is LEARNING, DEVELOPMENT in the middle and training is the base. So, if someone starts skill training, and keep developing to perfecting level, then he / she reaches to the level of expert and has tacit knowledge and learning.
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Figure 1: the relation between training, development and learning

Training: Organized activity aimed at imputing information and/or instructions to improve the recipient's performance or to help him/her attain a required level of knowledge or skill.

Development: The systematic use of scientific and technical knowledge to meet specific objectives or requirements.

Learning: Measurable and relatively permanent change in behavior through experience, instruction, or study.

The importance
Despite that there is a different between three of them, however they are very related to each other, training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.
Training is given on four basic grounds:
1.   New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.
2.   The existing employees are trained to refresh and enhance their knowledge.
3.   If any updating and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing new equipment, changes in technique of production, computer implement. The employees are trained about use of new equipment and work methods.
4.   When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher-level job.

The Benefits:

1.   Improves morale of employees- Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

2.   Less supervision- A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.

3.   Fewer accidents- Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.

4.   Chances of promotion- Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.

5.   Increased productivity- Training improves efficiency and productivity of employees. Well-trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

FINDINGS

The results of this project find the development methods, types, along with some pros and cons. The following is the main points that we want to deliver from this project.

Development

Human development can be simply defined as a process of enlarging choices. Every day human beings make a series of choices some economic, some social, some political, and some cultural. If people are the proper focus of development efforts, then these efforts should be geared to enhancing the range of choices in all areas of human endeavor for every human being. Human development is both a process and an outcome. It is concerned with the process through which choices are enlarged, but it also focuses on the outcomes of enhanced choices.

Employee development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of the company. The more capable and qualified the employees the better the performance of the company. When they are well trained, they can easily handle situations, please customers ensuring customer retention as well as resolve any glitches easily without much ado.

Employee development programs are essential to improve morale as well as to motivate the employees to perform well. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. When the company shows interest in employee development, the employee naturally has a greater interest in the company's development too.

As the training and development seem to be connected to each other and the fact that they are inseparable, the development of training focuses on the training process, types and techniques which will help in developing employee through enhancing his strengths and improving his skills to excel in performing his work duties. ***Training,*** as defined before, tends to be defined slightly different between HR professionals, but the most common and comprehensive defines it as *a learning process that involves the acquisition of skills, concepts, rules, or attitudes to enhance employee's performance.*

Based on the above definition and to make it clear to show how is training being adopted inside corporations, certain steps need to be followed to initiate training sessions and courses which will enable the company to introduce efficient courses and at the same time ensure ROI from employees being trained.

The following are the best steps found from the research, which explains any development process:

a. Assessment Phase
1. Organizational objectives
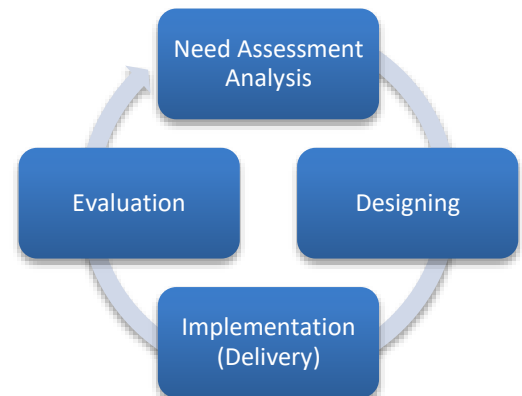2. Assessment of Training needs
b. Designing Phase:
3. Establishment of Training goals
4. Devising training program
c. Implementation Phase:
5. Implementation of training program
d. Evaluation Phase:
6. Evaluation of results

Processes Figure 2: Development

Training and Development Types:
Although little research exists to clearly show the effectiveness of this training, it is considered to be one of the most well-known and commonly used trainings inside organizations. It is usually impossible to teach someone everything he/she needs to know about doing a certain job. Thus on-the-job training often supplements other kinds of training (for example lectures, case studies... etc. as part of off-the-job trainings).
Figure 3: Training & Development Types

1. On-the-job Training
On-the-job training however, should not be used to avoid developing a training program, though it can be an effective part of a well-coordinated training program which mainly combines class information with actual work being implemented which results in deep understanding of the job itself.
There are few techniques that formulate this type of training that reflects different ways of training an employee to perform the job better, and these are (with a brief description):

1- Coaching: getting a support from a coach while learning to achieve a specific professional result through offering advice and guidance from the coach (support -> feedback –> support)
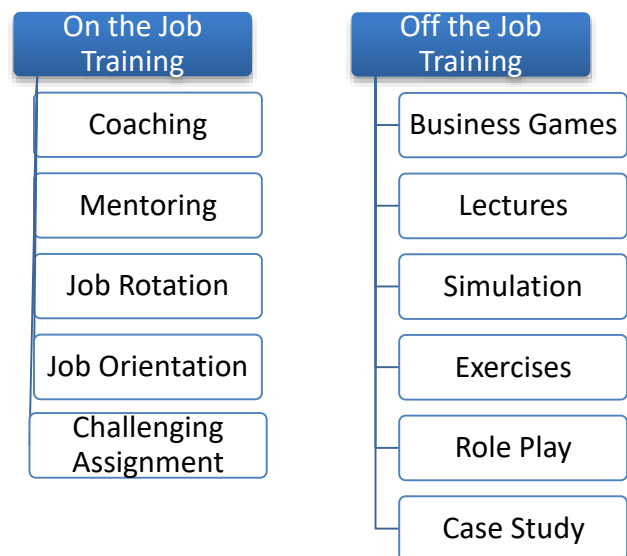
2-   ***Mentoring:*** is the process of supporting and encouraging people to manage their own learning in order to maximize their potential

*A few other important points to mention is the difference between coaching and mentoring which are as follows:

Mentoring	*Coaching*
Ongoing relationship that will last	Relationship between coach and coachee is short or has a set duration
No facilitation agenda	Goal specific and structured agenda
Focus on both career and personal development	Mainly focuses on work development

Table 1: the difference between coaching and mentoring

3-   ***Job Rotation:*** is it a management technique where the trainee is rotated among different managerial jobs, which will enable him/her to understand, inter departmental relations and the need for co-ordination and co-operation among various departments.

Job Rotation Advantages:
a.   Reduce the dull that caused by doing same task.
b.   Increase the employee's satisfaction.
c.   Increase employee's motivation and commitment.
d.   Reduce the pressure od same job stress.

Job Rotation Disadvantages:
a.   Some employees resist moving from their position.
b.   Difficult to decide who shall participate in the rotation
c.   Poor assessment and control due to moving through different tasks in very short & limited period.
d.   Need to manage the expectation from the beginning because some employees may think that this is a step for soon promotion.

4-   ***Job Orientation:*** It is the introduction of new employees to the organization, work unit and job, which helps in creating an awareness for the new employee that enables him in blending into the organization easily and quickly.

5-   ***Challenging Assignment:*** The employee in his same job, he might be assigned an assignment that challenge him more. For example, a secretary of the department may be assigned the archiving assignment in addition to his main role. The benefits get out from this training is to add more skills and knowledge to the employee that increase his abilities and give him chance to think and participate more. Challenging assignment considered as an effective way to learn. It's also used to motive people and get them out from their routines role.

Advantages:
•   Very effective motivation method for employees who eager to learn.
•   Break the routine of some duties.

Disadvantages:
•   Not any employee inspired by giving something challengeable.

- Should be manage the expectation and clarified that is an assignment for training purposes, neither promotion nor raise.

2. Off-the-job Training

This type of training refers to any kind of training that is not being conducted during working and is usually requires that the employee takes it outside of his office and maybe out of the same building where there is a dedicated facility is prepared for those kinds of training. These trainings are:

Business Games:

They are the direct progeny of war games that have been used to train officers in combat techniques for hundreds of years. Almost all early business games were designed to teach basic business skills, but more recent games also include interpersonal skills. Monopoly might be considered the quintessential business game for young capitalists. It is probably the first place youngsters learned the words mortgage, taxes, and go to jail.

Lectures:

It is one of the most common techniques in the training room. It's usually has a single way of communication where the instructor takes over the whole training and a little for the trainees. It can be used as a complementary for on the job training to strengthening the knowledge trainee is acquiring.

Simulation:

Training simulations replicate the essential characteristics of the real world that are necessary to produce both learning and the transfer of new knowledge and skills to application settings. Both machine and other forms of simulators exist. Machine simulators often have substantial degrees of physical fidelity; that is, they represent the real world's operational equipment. The main purpose of simulation, however, is to produce psychological fidelity, that is, to reproduce in the training those processes that will be required on the job. We simulate for a number of reasons, including controlling the training environment, for safety, to introduce feedback and other learning principles, and to reduce cost.

Exercises:

This is part of a class room / training room where a number of requirements / questions are provided to participants/trainees where they are required to think of the answer after the team discussion where lots of brainstorming and effective interaction between team members take place. This encourages thinking and creativity to come in. Also exercises replicates reality through written problems/cases, which simplifies the case to participants to understand and comprehend how to deal with such thing in real life.

Role Playing:

In this method, the instructor assigns parts taken from case materials to group members. The situation is usually one involving conflict between people. The role players attempt to act the parts as they would behave in a real life situation, working without a script or memorized lines and improvising as they play the parts. The development of empathy and sensitivity is one of the primary objectives of role-playing.

Case Study:

A case is a written account seeking to describe an actual situation. A good case is the vehicle by which a chunk of realty is brought into the classroom to be discussed over by the class and the instructor. Discussion on a case requires a capable instructor, who can evoke and guide intelligent discussion analysis, so that meaningful learning experiences occur. There is no "right" answer or simple explanation in the comprehensive case. The advantages of this method are more depth of thinking, more perception in a situation, greater respect for and consideration for the opinion of others.

Performance Management and its related to the overall Development Concept

Performance management is highly important to both employers and employees.

From the employer perspective, it is vital to understand how your employees contribute to the objectives of the business. A good performance management system enables the organization to understand how its employees are currently performing, and to identify those employees that contribute most, or least. It allows organizations to undertake a thorough assessment of the training needs of its employees, set development plans and gives them the option of using the results of the performance management process to influence individuals remuneration. **From the employee's perspective**, the performance management process provides transparency over performance in the workplace, provides a framework for documenting issues relating to performance, and can be used to assess future career development requirements which help them to get equal opportunities for career paths, promotion and succession plan.

Through the **feedback** and appraisal results get a gap between what the employee knows and what he should know. To close such gap, training and development plays important role to improve the employee's skills and knowledge. To make feedback on performance more time related and reduce some of the stress of salary reviews, supervisors should be trained and instructed to give ongoing performance reviews further to the annual one.

Many supervisors mistakenly believe that the purpose of feedback or comments concerning job performance is to provide information, i.e., to tell the employee what he or she is doing right or wrong. While providing information is important, it is only the first step. The goal of feedback is to get the employee to act: to either maintain or enhance positive performance or to change or correct negative performance. To achieve this goal, supervisors must remind the employee of the tasks to be accomplished and expected standards of performance. They must identify specific actions that need to be taken to achieve performance standards. They must establish a time frame in which such action must take place. And, they must state what will happen if the specified action does not occur.

Ethics in Training and Development

The aspects of Ethics in training not only to train employees ethically but also, to train them to be ethical to achieve the overall organization objectives, which is most important than train employees equally. Once the candidate selected the training shall be started via orientation

and other types of training. To examine ethical organization, we will show some examples of unethical behavior gap such as:

Unethical behavior	Suggestions how to close the gap
When employees are not sure what behavior is ethical	Give training and communicate the policy, code of conduct
When there are clear opportunities to engage in unethical behavior	Company should be aware about such things by applying ERM (Enterprise Risk Management)
When employees feel pressured to behave unethically (i.e. sales person pressured to achieve monthly target)	Gives **doable** of appraisal standards (challenging but NOT impossible).

Table 3: Example of Unethical behavior gaps with solutions suggested

The training of how your employees be ethical is need to the all member in the organization and not sufficient to be once or twice. Such training shall be continually and ongoing and should be clearly addressed through the ceremonies, events and all other communication procedures of the company.

Objective of Ethics Training:
1- **Discussing Issues:** once the training about ethics held, the organization also has the opportunity to gathering information about unexpected ethical issues (organization get learned and trained). In the other side, ethical training will teach the employees about new issues that they didn't expect it considered as unethical such as (Time stealing).
2- **Ensuring Legal Compliance:** Aware of any government laws relating to your industry; and this is considered the most important because failure to comply with government laws results in external legal action. Further, the company could resolve ethical dilemmas internally. Also the company can get beyond law (positive ethics). For example, company should provide training about Labor Regulations for its personnel.
3- **Establishing a way for resolutions of issues (problem):** it's good if the company has a system in place to resolve ethical dilemmas that arise, but it's better that its employees know and aware about such system existed and the best that they know how to use it. The most methods often used in business to resolve ethical issues are: checklist and step methods. From above clarification, we can find the clear relations between the ethics and training from both sides. Applying such concepts give high opportunity to utilize the best out of training investment (ROI).

CONCLUSION

Learning is the most sources for Development. Training is part of development. Managers and employees have been practicing training and development naturally all their lives, executing each key component process well. Goals are set and work is planned routinely. Progress toward those goals is measured and employees get feedback. By Training, we could close the gap between measurement and feedback. High standards are set, ethical principles but care is also taken to develop the skills needed to reach them. Keep ongoing formal and informal training sessions are used to recognize the behavior and results that accomplish the

mission. All six-component processes working together and supporting each other achieve natural, effective training.

As it can be seen, applying the ethical principles is a functional key toward success. Good ethical training system increases the positive culture and spread the equality and fairness environment. The future would demand more from the employees as well as the companies in terms of productivity. New technology, multi-tasking, group culture, etc. will be more emphasized upon. This means training and development is going to be even more important, complex and rigorous. Companies already foresee this and are already in preparations to make their staff better equipped.

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