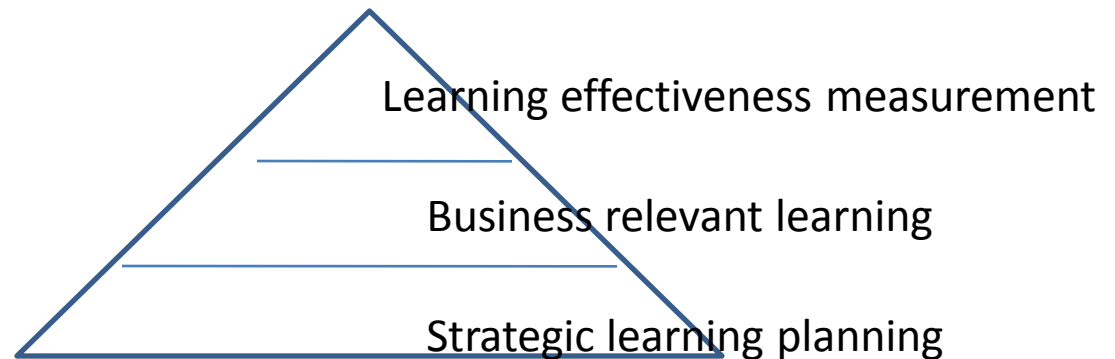# UNIT- 3
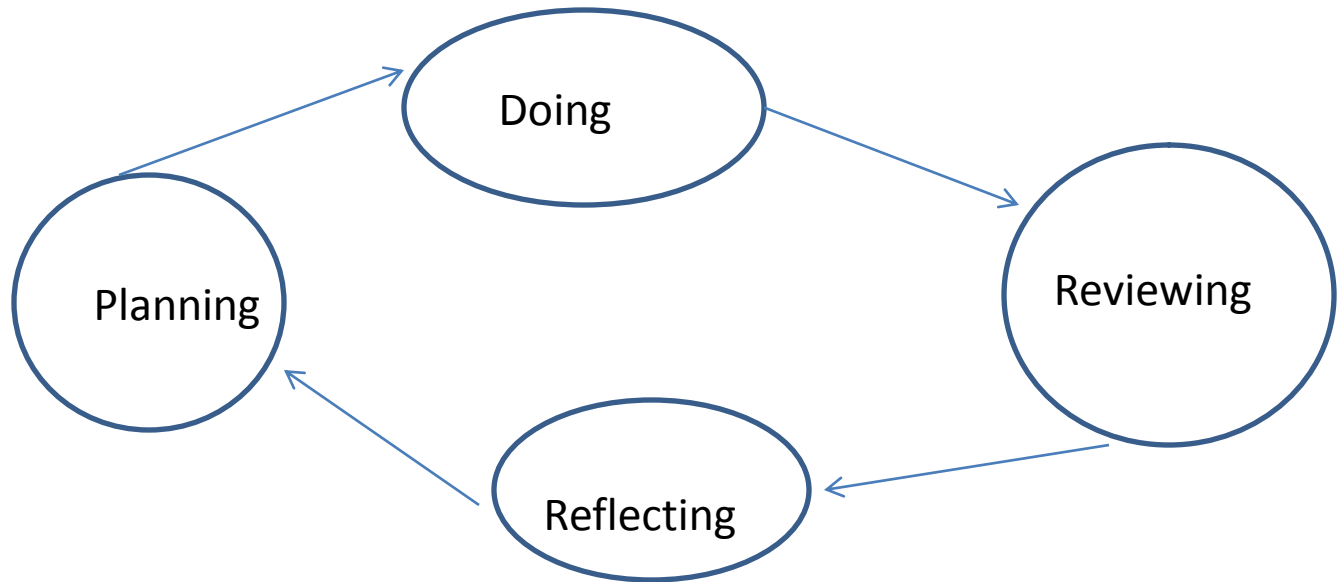# LEARNING PROCESS

- Definition: Learning is the process by which a person construct knowledge, skills and capabilities.

Components of Learning

Learning effectiveness measurement

Business relevant learning

Strategic learning planning

Kolberg's learning cycle

Learning pyramid

1   Data

2   Information

3   Knowledge

4   Wisdom.

Learning models : Two types of models.

1. Tracit learning. 2. Pre-entry experience. 3. initial acquisition. 4. Increasing understanding. 5. Mastery.

Learning models:

II stage

1. Formal learning. 2. socialization. 3. Introduction to professional issues. 4. Ongoing learning.

Learning process or steps:

1. Actualization. 2. Personalisation. 3. Application. 4. Acquisition.

Learning principles

(1) Principle of Motivation: This principle states that for effective learning, employees must be motivated.(2) Principle of experience: (3) Principles of reinforcement: (4) Principle of transferable: (5) Principles of relevance:

Individual differences

Meaning: Individual differences are found in all psychological characteristics physical mental abilities, knowledge, habit, personality and character traits."

- **Types of Individual Differences**:
- Physical differences: 2. Differences in intelligence: 3. Differences in attitudes: 4. Differences in achievement:5. Differences in motor ability: 6. Racial differences: 7. Differences due to nationality: 8. Differences due to economic status: 9. Differences in interests:10. Personality differences:

Training

- Training is a set of activities that provide the opportunity to acquire and improve job related skills.

- **Training process;**

1. Planning training.

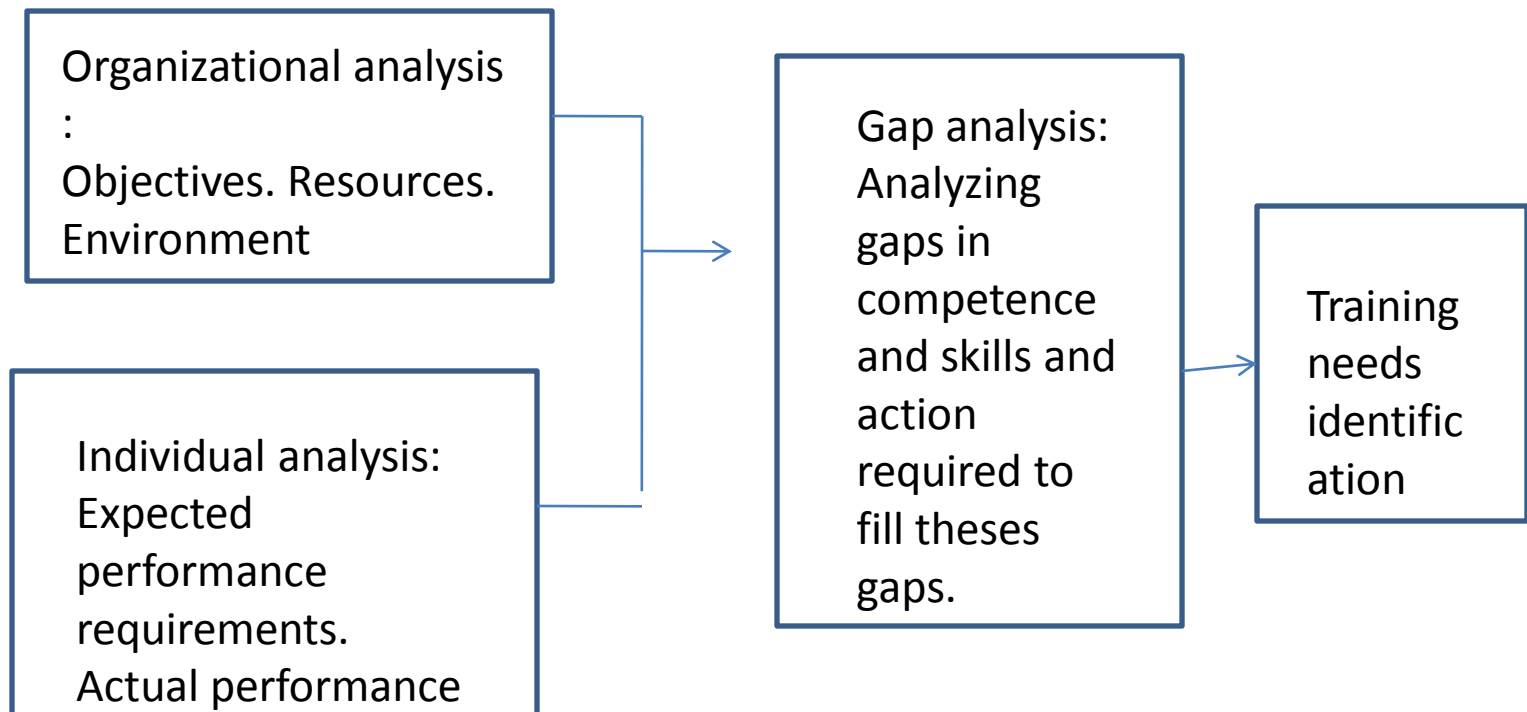2. Designing training

3. Evaluating training.

Objectives of training

1. Develop the competencies of employees and improve their performance.

2. Help people grow within the organisation in order that , as far as possible, its future needs for human resources can be met from within.

3. Reduce the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and effectively as possible.

Steps of planning trainig

1. Setting strategic direction
2. Training needs assessment
3. Developing training strategy developing training policies, plans, and procedures.
4. Identifying training resources and earmarking funds and staff.
5. Developing training calendar.
6. To designing training.

Identification of training needs

Organizational analysis :
Objectives. Resources. Environment

Individual analysis:
Expected performance requirements.
Actual performance

Gap analysis: Analyzing gaps in competence and skills and action required to fill theses gaps.

Training needs identification

Identification of training needs

A. At the individual level:
B. At the organizational level:
1. Evaluation of personnel.
2. Analysis of work.
3. Analysis of skills.
4. Observation
5. Chagnes in the organisation or the job.
6. Interview between supervisors and subordinates.
7. Analysis of data.

Evaluating training

1.   Based on evaluation citeria:
a.   Reaction
b.   Learning
c.   Behaviour
d.   Results.
2. Based on evaluation criteria
a.   Participant reaction and satisfaction.
b.   Business impact of training
c.   Return on (training)investment
d.   Training performance improvement.
Testing.
Follow up studies.

Training delivery methods

1. Orientation
2. Apprentice
3. On the job
4. Demo with practice
5. Vestible
6. Seminars and conferences
7. Computer based training
8. Refresher
9. Lecturer
10. Simulation
11. Brainstorming
12. Case studies.
13. Role playing
14. Bahaviour modeling.
15. Training the trainers.

Issues in training

1. Dealing with change
2. Developing leaders
3. Engaging leaders
4. Delivery consistent training
5. Skill application
6. Conflict management
7. Tracking and post assessment
8. Improving learning effectiveness.
9. Demonstrating value to leadership
10. Adapting training to millenials.

Influences on employee behavior

Internal factors:

a. Poor communication. (b) Lack leadership . (c) A dispirited corporate culture.

External factors:

a. Political factors. (b) Economic factors. (c) Government interventions.(d) Environmental factors. € Legal factors.

Employee engagement

Employee engagement is a workplace approach designed to ensure that **employees** are committed to their organization's goals, objectives and values, encouraged to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Key roles in employee engagement:

a. Executive leadership.

b. Employee engagement

c. Training

d. Activities

e. Measurement

Attrition

Attrition, in Human Resource terminology, refers to the phenomenon of the employees leaving the company. Attrition in a company is usually measured with a metric called attrition rate, which simply measures the no of employees moving out of the company (voluntary resigning or laid off by the company).

5 Ways You Can Reduce Attrition Using HR Analytics

- Have the Right Data touch points for the Right Results
- Look at Employees' History
- Individual Records for Individual Departments
- Employee's Personal Emotional Quotient
- It's not always about pay hike or promotion
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