

WORKPLACE LEARNING: 'TRANSFORMING LEARNERS INTO EFFECTIVE LEARNERS'

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ABSTRACT

This paper is focusing on the development of considerations about learning through work and perspectives of workplace learning that are currently emerging were research is a key purpose here is to map recent development in thinking about learning through and for work the interest in research, focusing on learning taking place at work through work and for work. This concept has considerably increased over the past decades. The purpose of the paper is to review and structure this wild and diverse research field. Organization can make many positive changes by implementing different learning theories. Employees are capable of learning quickly and being highly productive by handling multiple Complex tasks without supervisors but this can only happen when employees are effective learners. In this research paper I have tried to focus that by changing corporate environment organizations can transform their learners into effective learners so that they can gain maximum productivity from the employees.

KEYWORDS: *Workplace Learning, Learners, Effective Learners.*

Introduction

In any organization there is a difference how individuals gain knowledge and what organization focuses on. Therefore it is necessary to make individual cell learn about new things but it is employers' responsibility to provide learning opportunities to employees. In this rapidly changing environment of work, employers have to find ways to develop their existing workforce rather than rely on recruitment. In this context a better understanding of workplace learning is becoming increasingly important. Nowadays an increasing amount of modern employment requires difficult and complex skills and mastery of new technologies. As we know employees are the real Assets of any organizations. Employees learn new things on daily basis and it is equally important for the companies to look this out those employees are gaining knowledge through their works, projects task given to them and accordingly they can have a different positive perspective regarding their work. Involving employees in formal and informal learning is now considered as an important tractor for social inclusion as well as effective work performance.

What is Learning?

Sanford has defined learning as a relatively enduring change in behavior brought about consequences of experience. The behavioral change must be relative the permanent the practice or experience must be reinforced in order for learning to occur.

Components or Elements of Learning Process

- **Drive** any strong stimulus that impulse action it can be physical or psychological.
- **Cue stimuli** any object event existing in the environment
- **Response** consequences of action as result of exposure to cue stimuli.
- **Reinforcement** anything that increases the repetitions of behavior
- **Retention** the stability of learned behavior over time.

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Factors Affecting Learning

- Motivation of learner and his mental state.
- Nature of learning material easiness familiarizes meaningfulness.
- Practice is a very basic condition of learning
- Environment in which learning occurs. It relates to the situation created in which learning can be done.

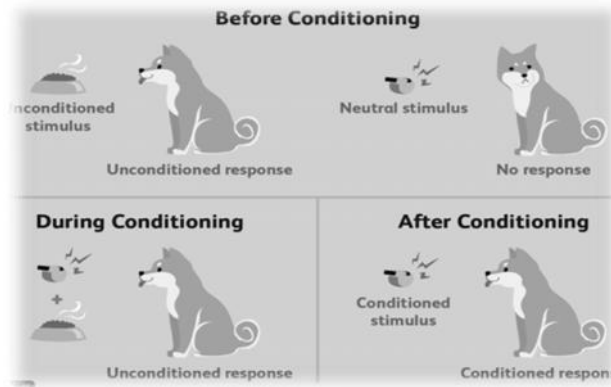
'Workplace Learning'- The Origin

Some of the early interest in learning in the workplace emerged around studies on work efficiency which link learning by doing to increase productivity. (Arrow 1962). The interest was further developed in the wake of discussions of the value of human capital (Houd and Garrick, 1999) and business managers became interested in the potential of investing in learning as a means of gaining competitive advantage. More recent studies have given prominence to informal learning and assume a relationship between learning and the way in which the workplace is organized. It has been suggested (Hager, 2011) that our understanding of workplace learning to confuse Leap Forward when theories of social learning were embraced. As seen in the work of lave and wenger (1991).

This work Christ interest in practice based learning by interacting in communities and ideas that learning can be shipped by the work being done on the way the workplace is organized.

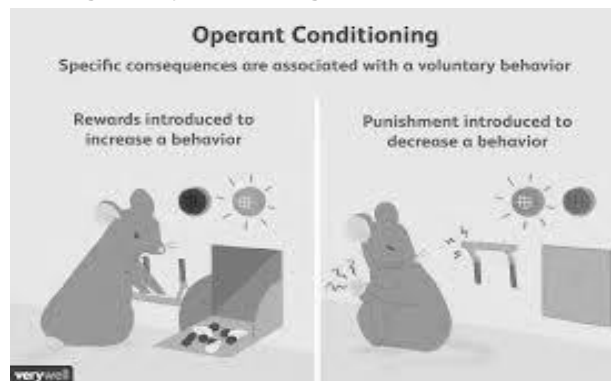
Theories of Learning

- **Classical Conditioning theory of Learning**



It states that behavior is launched by repetitive Association between a stimulus and response. This was demonstrated by *Ivan Pavlov*. It proposes that human beings are capable of being condition to certain stimuli implication of higher order conditioning is that reinforcement can be acquired stimulus is instrumental in receiving response.

- **Operant Conditioning Theory of Learning**



This theory was given by *BF Skinner*. Operant is defined as behavior that produces results operant conditioning suggest that people and eat responses that are rewarded and will not emit responses that are either not rewarded or punished management can use the operant conditioning process successfully to control and influence the behavior of employees by designing the suitable reward system it believes in response as a way to affect stimulus the stimulus is the result of response the response is instrumental in receiving the reward or stimulus.

- **Cognitive Learning Theory**



This theory was given by *Tolman*. This theory argues that the learner forms a cognitive structure in memory perceives and organizes information about the various events that occur in learning situation learning consists of a relationship between cognitive environment use and expectation and behavior is gold directed this theory become the basis for motivation theories.

Review of Literature

- **Fenwick** (2006) found out a need for more interdisciplinary work, as well as more rigorous use of concept of learning. She identified similarities in some questions like understanding learning process, knowledge, generation knowledge, sharing inhibitors and facilitation of these processes. She and suicide on most studies are still based on individual learning in spite of the fact that work is normally a collaborative activity. Some efforts have been made to predict future direction of workplace learning such as the need of research the effect of the lake of performance workplace is changing ownership being absorbed by larger firms or closing down she suggested that technological changes are also one of the contribution for workplace learning.
- One of the studies on workplace learning was focusing on case studies in perhaps and over-reliance on qualitative methods. (**Hetzner, Gartmeire, Heid and Gruber, 2009**). Other authors argued that learning related to work can only be truly understand if it is also studied by means of quantitative methods in addition to qualitative. (**Clerk, 2004; Mataifa & Watkins, 2003**).
- **The UK project** examines the evidence relating to training of people in different age groups who are currently unemployed or economically inactive. This research found people with low qualification are more likely to be without work than those possessing higher qualification and also less likely to be engaged with training the same range of barriers to training affect each group in the unemployed and inactive community. But the strength and impact of these where I between groups. While employers seek a range of work specific skills and qualifications which were in level with the type of job. Some generic skills such as communication, problem solving and motivation are required for the majority of positions and do have become a key area for training and support the involvement of unemployed and inactive people in training is low and training participation declines with age and work. Less people were felt to have attitudinal barriers such as a lack of confidence, inability to learn and where was an increasing lake of training motivation with age.

- **Smith (2000)**, reports that discussions with fellow workers and supervisors are infrequent use at workplaces and help apprentice is developed than knowledge.
- **Winters et al. (2009) and Virtanen et al. (2014)** also report on somewhat more formal training discussions that involved teachers from vocational Institutions and that include discussion with expert about the meaning of students experience during studies.he had notes during the discussions involving students' teachers and replacement as the potential to engage student in reflecting on the experience was not utilized.

Rational of Study

With the aspect of work place learning, it can be observed that knowledge, understanding learning process is one of the similarities in learners i.e. employees. At the same time when we are talking about effective learning, it is important to discuss individual learning which matters a lot. Along with that qualitative method is also important. Moreover employees' specific skills, qualifications are equally important. Formal and traditional training can also be part of effective learning. Hence, a kind of study was required to find out suitable learning ideas for transforming learners into effective learners and look out whether learning with appropriate training and development is effective or not.

Objective of the Study

- To study regarding effective learners
- To study the importance of effective learning
- To study the perception of employees regarding workplace learning.
- Transforming learners into effective learners by implementing suitable learning theories.

Research Methodology

The above mentioned research has been undertaken to measure variable using a questionnaire to examine effectiveness of learners. The sample has been chosen from different institutions, companies and businesses and asked them so that the responses could be strengthened.

Research Design

The research is descriptive in nature as it designates how learners can be converted into effective learners.

Sources of DATA

The study is based on both primary data as well as secondary data. But I have tried to focus on primary data. The source of primary data is collected using questionnaire from various employees working in different institutions, companies and businesses through questionnaire in form of opinions.

Sample Technique

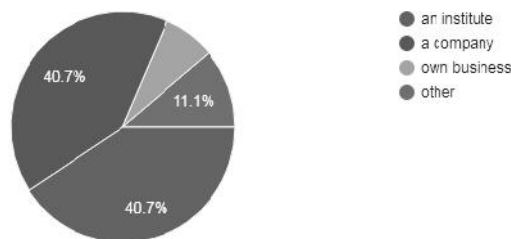
The sampling method which is found appropriate for the present research was convenient sampling.

Sample Design

As discussed above the sampling method that was found appropriate for the present is convenient sampling. For the employee opinion 30 respondents are chosen from different companies and institutions.

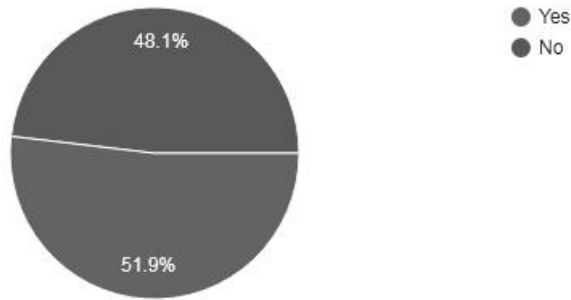
Data Analysis and Interpretation

The below chart represents type of employees showing workplace where they are working



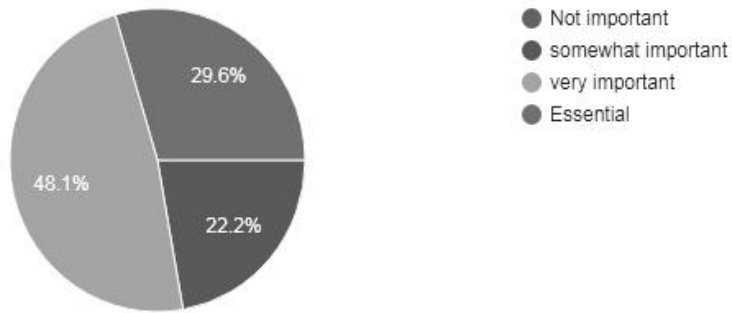
More than 40% of employees are working in institutions and same percentage of employees is working in different companies. While 11% have their own businesses and few have other jobs.

Regularity of Employees Training



It is noticeable that more than 50% of the employees are getting training on regular basis through which they can learn more.

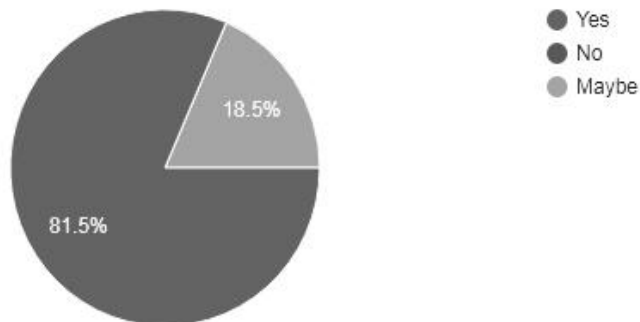
Employees' belief on Importance of Learning via Training

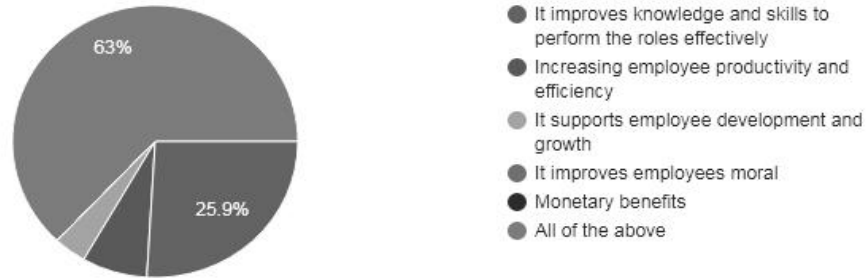


It can be observed that approximately 48% of employees believe that training is very important to learn within workplace. While more than 29% employees strongly believe that training is essential for learning. Only few have view point that training doesn't play that much important role in workplace learning.

Purpose of Workplace Learning – Employees' Thinking

Following chart shows that more than 80% of employees believes that continues workplace learning will give them benefit

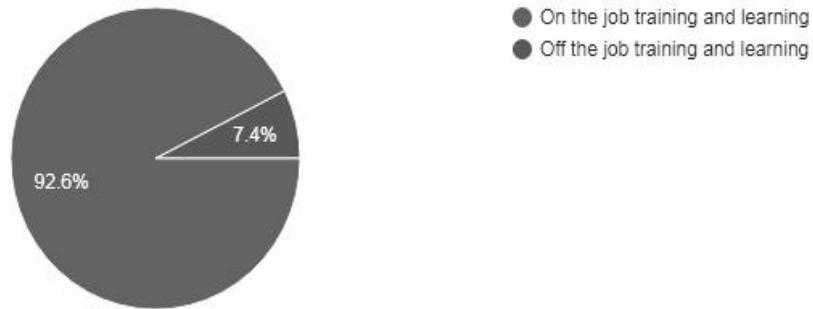




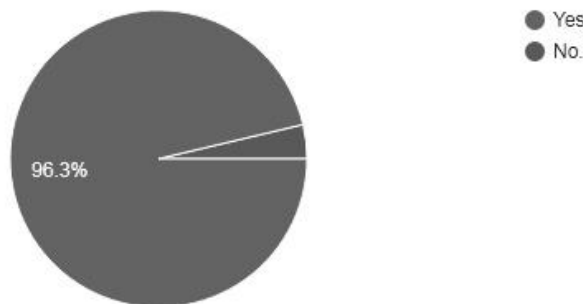
When it was asked to them about purpose of workplace learning, most of them i.e. 63% of employees had a view that workplace learning gives many advantages such as improves knowledge, skills, increase in employees’ productivity, improvement in morale, monetary benefit etc. While 25% employees were saying that workplace learning is definitely useful in knowledge and skills by implementing that you can perform role effectively.

Effective Workplace Learning Method

More than 90% of employees believe that on the job training and learning methods is more important than off the job training and learning.



Most of the employees believed that there should be separate training and development department so that all the employees can learn more and grow more. Which can be seen from the below chart.



Future Direction Regarding Workplace Learning – At Employees’ Eyes

Companies can adopt following suggestions that are made by employees from different fields: Some of the suggestions from employees which I found during research are as below

- According to some employees training and learning is important for motivation and rising moral, such effective learning can upgrade the technology and communication skills within employees.

- Company manager should spend better time in his workplace so that they can observe the Learners and transform them into effective learners.
- Some of the employees have suggested that if the companies have not such training and development centre or other policy they should think about such departments so that they can increase their productivity by implementing workplace learning.
- Some of the employees have also suggested that off the job training can also be a good option for training and learning it is effective because while taking training employee are working on the job and they will not be able to focus on their original work so it is better to give them off the job training so that they can learn new things in a innovative way.
- Some of the employees have also suggested that company can arrange some motivational game learning games videos related to job role. Because it is ultimately beneficial for the company as well as employees so it is better to have one separate Department of Training and learning within the company only.
- It was important to note that free environment and homely environment of the company is also one of the factors which manager should keep in mind while giving the training.
- One of the suggestions was such that company should keep some training everyday for example compulsory training for 15 minutes.
- One of the most important thing for company is company can increase efficiency of the employees because training can help employees to perform better. So simultaneously it can be possible to train them and make them perform better.
- Some of the employees have suggested that find out the interest of employees and give them work accordingly so that they can learn better along with that continuous strategic learning plan should be there for developing forms and employees.
- Many employees were strongly believed that periodically, company should arrange training sessions for practical training as well as learning.

Findings and Conclusion

This research provides an idea about how Workplace learning is essential for transforming learners into effective learners. This paper emphasizes how companies can make their employees productive by giving them appropriate training for that company can make separate department and make their employees forever effective learners. The purpose of the study is to analyze effectiveness of learners within the company. This study covered a range of discussion involving suitable types and techniques companies should adopt within organization.

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