

Applications of HRM with A Reference of Learning and Development

Kirti Mathur^{1*} Prof. Ashok Kumar Choudhary²

¹ Ph.D. Scholar, Department of Management, Maharaj Vinayak Global University, Jaipur

² Supervisor, Department of Management, Maharaj Vinayak Global University, Jaipur

Abstract – Learning and development is the field which is concerned with organizational activity aimed at bettering the performance of Individuals and groups in organizational setting. It is a combined role often called human resources development (HRD) meaning the development of “Human” resources to remain competitive in the marketplace.

Learning focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It carry out an analysis that the objective of learning and development is to create learning organizations which ensure that employees through value addition can effectively perform their jobs, gains competitive advantage and seek self-growth: this measurable performance resulting from good learning and development, shall enhance organization development. It is a process transferring information and knowledge to employers.

Keywords: Learning and Development, Goals, Role in Achieving Organizational Performance

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INTRODUCTION

Conventional 'learning' is required to cover essential work-related skills, techniques and knowledge, and much of this taking a positive progressive approach to this sort of traditional learning. Learning and development guide is oriented chiefly around what's good for people, rather than chiefly what's profitable for organizations.

The reason for this is that in terms of learning, and development, what's good for people is good for the organizations in which they work—what's good for people's development is good for organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too.

Organizations which approach learning and development from this stand point inevitably foster people who perform well and progress, and importantly, stay around for long enough to become great at what they do, and to help others become so. Learning is a very commonly used word, it traditionally 'belongs' to the trainer or the organization, it should be about whole person development—not just transferring skills, the traditional interpretation of learning at work.

Being realistic, corporate attitudes and expectations about what 'learning, and does cannot be changed overnight, and most organizations skill see 'learning'

as being limited to work skills, classrooms and power point presentations-However, when your start to imagine and think and talk about progressive attitudes to developing people beyond and traditional skills learning.

The objectivity of learning and development and its continued learning process has always been leverage with an organization and now it has become rather an overarching trend of social needs, emphasizing that organizations must inculcate learning culture as a social responsibility. It has been also proved by many studies in the past that there are sound connections between various learning and development practices and different measures of organizational performance.

As defined by Richard Beck hard, "Organization development" (OD) is a planned, top down, organization-wide effort to increase the organisation is effectiveness and health. OD is achieved through interventions in the organization's "Processes" using behavioural science knowledge (i) According to warren Bennies, OD is a Complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Warner Burke emphasizes that OD is not just "anything done to better an organization," It is a particular kind of change process designed to bring about a particular king of end result OD involves

organizational reflection, system improvements, Planning and self-analysis.

It is equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of a management of people. It should be considered along with education policies and systems which are crucial to the development of human resources.

APPLICATIONS OF HRM WITH A REFERENCE OF LEARNING AND DEVELOPMENT

In order to ensure that our employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, learning and development plays its crucial role towards the growth and success of our business. By choosing the right type of learning, we ensure that our employees possess the right skills for our business, and the same need to be continuously updated in the follow up of the best and new HR practices.

Learning and career development are very vital in any company or organization that aims at progressing. This includes decision making, thinking creatively and managing people. Learning and development is so important because-

- Help in addressing employee weaknesses
- Improvement in worker performance
- Consistency in duty performance
- Ensuring worker satisfaction
- Increased productivity
- Improved quality of service and products
- Reduced cost
- Reduction in supervision

The traditional approaches to learning can be generally termed as reactionary, driven by tactical delivery of technical skills in bricks and mortar, classrooms trainings and where learning is seen as an event oriented activity.

In the learning organization this approach aligns all learning activities with the corporate business strategy, and its focus is on developing competencies.

In this approach, trainees play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator. The trainees learn by asking thought provoking questions,

searching for answers, and interpreting various observations made during the process. The active learning approach has its lasting impact on learning since it helps in long-term retention and finding better solutions in the challenging situations. In today's fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands and so the company can gain or maintain competitive advantage.

Managers are expected to discuss learning and development needs with each of their staff at least annually as part of the Performance Review and Planning process. The learning and development needs of staff newly appointed to their positions should be discussed within four weeks of their taking up the position, whether or not they are new to the organization.

The Learning and Development Unit organizes learning for staff on all campuses sites and can set up specific sessions to meet identified needs for a department or section group of departments, or occupational group. Computing Services also administers an ongoing program of courses for staff and other organization sections and departments offer learning sessions for staff as needs arise.

Organization sponsored staff attending external courses from time to time the organization may decide to send staff to specific external courses. Depending upon the nature of the course and the time frames, nominations may be sought by the Director learning and Development from appropriate managers.

DISCUSSION

Representation will be decided by the Nominations sub-committee of the Learning and development Advisory Committee in accordance with the criteria outlined below. Fees (and approved travel and accommodation where applicable) will generally be met from the centralized learning budget. Any other incidental costs are the responsibility of the nominating department or section.

Increasingly, high performing organizations today are recognizing the need to use best learning and development practices to enhance their competitive advantage. Learning and development is an essential element of every business if the value and potential of its people is to be harnessed and grown. Many studies have highlighted the clear links between well designed and strategic learning and development initiatives and the bottom line within the business.

The image of an industry and of individual employers is also influenced by the extent and quality of staff learning and development. Potential employees in such an open labor market will assess the track

record of prospective employers in this vital area. Career Progression and development is an increasingly attractive or even basic requirement for many such employees. In today's business climate where all industries are experiencing staff and skills shortages, companies are faced with stiff internal and external competition for quality employees. Each employer who invests seriously in the area of learning and development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance.

In India, many companies other than multi-nationals are not meeting the employee demands with reference to learning and development and ultimately the gaps found in the required skills vis-a-vis attained skills have become so wide that inter-relationships of learning and performance are badly disturbed. There is still a big gap between the knowledge and skills imparted and acquired in the institutions and its applications as seen in the industrial environments. Due to this gap, companies now feel that there should be a close liaison between such institutions and the industry so that employee development programs are made more purpose oriented. There are learning institutions which offer customized as well as off-the-shelf programs based on their client's business operations but yet, there is much to be improved. Therefore, learning and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between learning activities and the organizational performance.

In particular, it is recognized that an effective learning and development policy can be a crucial factor in addressing inequalities in employment in relation to race, gender and disabilities.

CONCLUSION

It is recommended that organization produce a learning and development plan, the aim of which shall be to empower all employees to carry out their roles to the highest standards, and deliver high quality services to customer. In these guidelines, learning and development are broadly defined as those activities aimed at raising the standards of employee practice and thus lifting the quality of the employees, and customer's learning and organization experiences.

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Corresponding Author

Kirti Mathur*

Ph.D. Scholar, Department of Management,
Maharaj Vinayak Global University, Jaipur