

THE IMPORTANCE OF TRAINING AND DEVELOPMENT AT THE WORKPLACE

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Abstract

Today, more than ever, developing a strong learning culture at work is vital. With the advent of HR technology, become easier to adapt learning and sharing professional knowledge with the employees.

Learning culture in an organization encourages employees to share their ideas openly and collaborate effectively with other team members.

Since a company's performance is completely dependent on the individual performance of the employees, organization should plan and implement effective employee training and development programs to help employee reach the highest performance edge.

Through investigated the perceptions of the employees regarding the need of training and development programs offered by two companies from West region of the country, the present paper work emphasizes the importance of training and development of the employees – both new and experienced.

Keywords: training, development, new technologies, lifelong learning, employees

JEL Classification: J24, M12, M14

1. Introduction

Among the main challenges affect companies today and in the special department of human resources we find and process training and can be done to employees.

In the last year, influential and dramatic technological technologies can also be learned, so that various digital learning tools and platforms can be displayed, used and fitted to the personalization of the consumer.

However, most companies are still embedded in traditional care-learning systems that do not incorporate the needs for employment care they currently have in the digital age. Various studies show that few are open to the current digital learning environment (Bozbiciu, 2015)

It is therefore necessary that more and more companies invest in training and development programs. But the new technologies represent only one aspect of the new configuration of the training and development programs. Currently when we talk about the new design of the training and development programs of the organization we also refer to the personalization of the learning process according to the needs of employees, promoting a learning culture among them, transmitting not only content, but also purpose and meaning to motivate and inspire employees to achieve performance.

2. The future of skills. The role of learning and development in global, social

Providing development opportunities from the organization is an increasingly strong motivation for candidates and employees alike, because development offers not only new skills but also new ways of thinking. The learning and development programs allow to improve the skills of the employees, their involvement and the development of the leadership potential in the company. Managers want to recruit people with skills, abilities and potential just to be able to cope with new problems that may appear in organizations.

How technology can completely influence the workforce as we know it should not be a cause for concern but a preoccupation for a healthy development of any organization. The relationship between humans and technology, seen as a vital symbiosis for the development of organization, will have to be understood currently by all of us. Given the technological progress, both cognitive and manual tasks can be automated. It is considered that human employees will

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only be required to do tasks that cannot be automated, task such as critical thinking, creativity, emotional involvement and innovation thinking (Schneider, Bakhshi Armstrong)

This is a challenge for learning and development (L&D) experts, as most of the current workforce do not even have the necessary skills or are not competent enough to be competitive.

2.1. A global, societal change?

In a digital age where Industry 4.0, block-chain technology, Artificial Intelligence is transforming business strategies, it is natural for people to increasingly wonder what their role will be in a company of the future (Denis, 2019)

The fourth industrial revolution or Industry 4.0 is transforming economies, jobs and even the society we live in today. Technologies of all kinds, especially digital ones, combine with each other using data analysis, artificial intelligence, cognitive technologies and the Internet of Things (IoT) to create digital businesses that are not only interconnected but perfectly capable of making informed decisions. In short, the revolution incorporates smart technologies, connected to the one another, transcending the framework of organizations and interfering with our daily lives (Bumbacea, 2019)

The fourth industrial revolution has practically begun. Smart factories need new skills. Man brings and will generate added value in the management of these new technologies in the future. "The human positioning in the center of the digital factory, surrounded by virtual technologies and industrial robots, mean to increase productivity, quality, but also the responsiveness is the key to success today. In fact, full cooperation between people, industrial automation solutions and innovative technologies will enable companies to achieve not only much higher productivity, but longer product life and lower overall costs. Without humans, it will be impossible to carry out digitized processes, implement Industry 4.0 or create smart factories. Humans will play an even greater role in the new industrial revolution", said Karoly Kali, WSQR Consultant (Sibiu Quality Days, 2019)

"In the digital age, employers and employees are much more connected, but technology is no longer about employees. Developing high-performance technologies means providing an exceptional customer experience. (...) People play the major role in the technology century. At the same time, the professional development of the employees is important, in order to keep the knowledge updated on the evolution of the market and technologies", says YuliyaPrakopchyk, Head of Training and Professional Development, VDA QMC, Germany (Sibiu Quality Days, 2019)

Digitalization generates informed customers and partners, who have access to a lot of information and as a result know how to make informed decisions. The client becomes a partner with full powers and is often consulted by the research and development department. It really is an innovation. The production teams will go on the field so that the real world and the virtual world connect and interact to meet the needs of the customer.

Digitalization does not just change the number of people involved in production, but it also changes the level of education that will be needed. People will need more knowledge. This should make people learn more, consider Werner Seeger, trainer and founder of Werner Seeger Quality Management Romania (Sibiu Quality Days, 2019)

Digitization brings with it an important new dimension - that of the trained corner, capable of handling the high technologies. The era of technologies is transforming into the era of continuous education of employees. " People need to put more effort into improving their knowledge. In order to remain relevant and necessary for the labor market, employees will have to continuously learn . The ability to be in constant change is essential and research shows that the adaptability, flexibility and ability to learn continuously " are the most important criteria that must be demonstrated by employees and the companies (Prakopchyk, 2019)

2.2. L&D the responsibility of the employees and also of the organization

Not only the employees have the difficult task of continuous training. Both HR and L&D are key departments that training and development programs help to train and improve employee skills and capabilities to cope with new jobs required by the company. In addition, L&D must provide training programs to harness the latent talent of its employees.

As shown in the study "L&D Industry Survey - Romania 2019" in the last two years have seen a growing trend of investment in employee training programs. Over 60% of the respondents confirmed that the budgets allocated for L&D are the same or higher in 2019 compared to the previous year and over 70% of the respondents confirmed that the allocated budgets increased in 2018 compared to 2017. The amounts allocated by the companies for training and development is on average 1097 euro / person per year for managers and 483 euro / person per year for employees. The most sought after areas for the professional development of the employees in the human resources departments are related to recruitment, while the least chosen topic is related to inclusion and equal opportunities.

According to the study, the courses in which the Romanian employees participate most are those of communication, leadership and business & management, over 55% of the respondents confirming that they have carried out such programs in their companies, while topics such as marketing, creativity & innovation or well-being companies are still under-researched, with only a third of respondents opting for such programs for their employees.

The study was conducted in 2019 at the national level on a number of 576 specialists in human resources, L&D and managers from Romanian and multinational companies (LearningNetwork.ro, 16 Oct. 2019)

Another study in 2012 in terms of subject programs for continuous training involving employees in the group survey (refer to the last course completed) found that the highest frequency registers courses that concern new technologies and methodologies profession (42%); on the second places management and training are placed in various professions / professions, with almost 17% each; and on the last places are the courses aimed at personal development and customer relationship - with 7% each - and communication / interpersonal communication (6.5%) (POSDRU/108/2.3/G/81188)

More than provide the necessary training, which must truly professionals L & D is to introduce a culture of learning continues and helps employers to develop a mindset that they need to excel to meet the skills learned. These can be from discovering how to learn, how to listen and give feedback, collaborate with colleagues to accomplish important tasks, etc. This, in essence, requires the creation of an organizational culture that encourages employees to excel not only in their professional development but also in their personal development (LearningNetwork.ro, 12 Dec. 2019)

Building a learning culture in the workplace involves a kind of being of the employee, a permanent curiosity in exceeding their own limits and obtaining remarkable results in the professional and personal life. When integrating learning into day-to-day operations is seen as normal, when learning is not just a unique event but a strategic result-generating initiative, we are talking about organizations with learning cultures in the workplace.

2.3. What is it and what benefits does a learning culture bring to the workplace?

According to a study conducted by the Association for the Development of Talents (ATD) and the Institute for Corporate Productivity (I4CP), which obtained answers from 832 leaders of talent development regarding the organizational learning culture, this is the culture in which employees seek, share and apply new knowledge and skills to improve individual and organizational performance. It is found in organizational values and has an impact on all aspects of organizational life. The study found that only 31% of organizations have a learning culture. There are many obstacles that can hinder the development of an organization's

learning culture. For example, in the top of the L&D challenges that LinkedIn organizations face, it found that "creating contexts for employees to make time for learning and development" was listed on the 2nd place, the first being the challenge "of having a" limited budget" (LearningNetwork.ro, 28 Oct. 2019)

Without a culture of learning, employees will not understand why learning and development is important to them and implicitly to the organization. While the role of learning and development programs may be difficult to prove, the benefits of a workplace learning culture are much easier to show. As a result, a culture of learning helps to develop organizations by: increasing retention and employee involvement, encouraging innovation, identifying new solutions to existing problems.

Experts in the field speak of design- specific thinking as a strategy in the learning and development process of employees

Integrating design-specific thinking into employee development can help solve problems such as maximizing learning, improving engagement, reducing dropout, and managing their attitude (LearningNetwork.ro,7 Nov. 2019)

We are in an era of collaboration, which transforms every person and every organization exponentially. Man and technology are a symbiosis in this new era of collaboration: organizations that provide sustainable, innovative, efficient learning experiences demonstrate a commitment to the future of the individual, helping to propagate human learning and innovative technologies, to identify and develop talents. and the training of very well trained professionals in a constantly changing environment.

Digitization does not mean more or less. Digitization means "different." Digitalization is a tool for people, in our favor, not the other way around. Technology does not use us, does not manipulate us, but vice versa. Acting alone and following the same pattern, as you have always done, is a failure. Digitization and the options that come with digitization involve transforming the way we think that changes occur much faster, and planning over the medium or long term may no longer generate the results we initially envisioned (Werner Seeger, trainer and founder of Werner Seeger Quality Management Romania 2019).

This may be a new approach to the business world or, more broadly, society.

2.4. What are the differences between learning and development?

Often managers face the resistance of the employees in meeting the needs of the company. In order to stimulate interest in the learning process, the manager must clearly communicate its relevance in achieving professional, personal and organizational goals. Without stimulating the learning process of employees, companies reiterate outdated practices, make superficial changes and produce changes only in the short term. For an organization to develop and capitalize on new opportunities, it is important for employees to understand that they must continually improve their skills and knowledge in order to be more efficient in their activities (LearningNetwork.ro,18 Dec. 2019)

What is learning process?

Learning is the process that causes a change in knowledge and behavior. Not all change is but the expression of learning. Only selective, permanent and directed changes in a given direction can be considered as learning changes. Performance is the expression of learning. Learning is a process that generates performance, but not every performance is a result of learning and not every learning will have an observable performance. In an organization, the purpose of managers is to have informed employees. Thus, learning is an important part of training in any organization of all levels of employees. Learning takes place at all ages, and people generally learn when exposed to new situations, which makes sense.

What is development process?

The development aims at the skills learned and the inclusion of these skills in behavior in order to turn them into habits. Development is a process that takes place after learning and requires constant practice and refinement in order to transform newly acquired skills into behaviors or habits. The development includes activities and experiences that have as their final goal the improvement of the state of awareness, the development of personal talents and abilities, the improvement of the quality of life and the contribution to the realization of personal aspirations and dreams.

Differences between learning and development

• *Short term versus long term*

Some human resources experts explain very simply the differences between learning and development: learning is about the present and development on the future. In general, learning faces an immediate challenge. It's about "here and now".

On the other hand, the development focuses on the long term. Human resources managers propose an implementation strategy over several months or years, including a set of initiatives that are expected to bear fruit over a long period of time. It is a continuous process. Development is the process that begins when the employee decides to invest more time and resources, because he wants to be given more credibility and, automatically, better job options, better paid. This cycle has no set time and no set completion date and makes the connection between training and performance.

• *Position of job versus professional career*

Due to its precision and short-term commitment, learning such is concentrating on working position while developing less we focus on building a professional career success.

• *Specific objectives versus open objectives*

In learning, the objectives are specific and well defined: learning how to use a program, gaining a certain personal ability. However, when it comes to development, the objectives are always much broader and can cover all types of knowledge and skills.

Compared to learning, development is less tangible and often focuses on philosophic issues, changing habits and improving skills.

2.5. What types of employees are found in the learning process?

Activists - they are totally involved in a new experience. They like the feeling here and now and are happy to be dominated by the immediate experience. They are open and this makes them enthusiastic about every new thing. Their philosophy is "At least I can try anything!" They tend to do something first and then think about the consequences. Their days are full of activities. I find solutions to problems through brainstorming. As soon as one activity ceases to interest them, they look for the next. They tend to seek the challenge of new experiences, but are bored with long-term implementation or consolidation. They are gregarious people and always involve others, but in this way they are really trying to become the center of attention.

Reflectors - like to take a step back to think on my experience in many ways. It gathers data, both directly and through others, and prefers to think about them long before reaching a conclusion. Detailed data collection and analysis of significant experiences and events is what matters, so they tend to delay reaching a final conclusion for as long as possible. There are people who think a lot and like to consider all possible dimensions and implications before making any move. They are the ones who prefer to take the back seat during meetings or discussions. They like to watch other people in action. He listens to others and takes the pulse of the discussion before expressing his views. They tend to have a deleted profile and have a slightly distant, tolerant air. When they act they do so keeping in mind the whole ensemble that includes the past and the present as well as other personal observations.

Theorists- adapt and integrate observations into complex theories and logic. They think about problems from the bottom up, step by step and logically. They assimilate desperate ideas into coherent theories. They tend to be perfectionists and tend not to stop until things are as clean as they want and fixed in rational schemes. They like to analyze and synthesize. It prefers basic assumptions, principles, theories, models and systemic thinking. Their philosophy values rationality and logic, "If it is logical, then it is good." The questions they frequently ask are "Does it have logic?", "How does this fit in with the other?", "Where do we start?" They tend to be detached, analytical, and devoted to objective rationality rather than ambiguous or subjective situations. It addresses logical issues. This is their mental model and they reject anything that does not fit into it. It maximizes certainties and feels uncomfortable with subjective judgments, side thinking and anything that happens at random.

Pragmatists- they love to try new ideas, theories and techniques to see if it works in practice. Look for and research new ideas and look for any opportunity to experience them. There are those types of people who come back from a management course who are inspired and full of ideas they would like to try and put into practice. They like to get involved with various things and act with confidence when they come up with an idea they like. They tend to have no open-ended discussions. They are essentially practices, with their feet on the ground who like to make practical decisions and solve problems. They respond well to challenging problems and opportunities (Rosewell,2005)

2. Professional development - illustrative cases

For many people, especially the younger generations, the ability to develop both personally and professionally is highly valued and a key consideration in deciding where to work. In addition, the access to training and development on the job and through courses or conferences are listed as important.

According to a case study coordinated in 2019 within two companies located in the West part of Romania (Forest and Biomass Romania (FBR) and Rosman Group RG) in order to identify if their employees appreciate the training and development programs, the results obtained confirmed the role and importance of L&D programs in companies' life.

The results show that in both cases, the respondents answered that they have participated in this type of activity multiple times. Employees can discuss with managers the need for a training / developing program and can suggest specific trainings if considered relevant and management agrees to cover its cost if feasible. Thus, the training / development programs exist within the company and are adjusted according to individual's needs.

In addition to supporting employee's pursuit of training and development opportunities, research organizations also highlighted that they take into consideration their employee's career development support. Supporting an employee's pursuit of their career goals and possible advancement into more responsible positions in the organization means that there are not only benefits for the employee but also for the organization as the employee can move into roles that enable them to deliver their greatest value to the organization.

3. Conclusions

Training and development are not only the responsibility of the organization, but also of the employees.

Training and development requires investment both at the individual and organizational level. Training and development do not appear in an organizational vacuum; these should be connected with the general objectives and strategies of the organization but also with the life goals and the individual strategies. There is a dual relationship on learning and development at the organization, individual: on the one hand successful organizations

know that learning is a process continuously, while employees performing also recognize that we must invest in themselves to be as attractive as possible at work.

The benefits of employee training and development programs are manifold. Part of a culture of learning, these training and development programs help develop organizations by: increasing employee retention and involvement, increasing confidence in their own strengths, encouraging innovation, increasing initiative and responsibility in terms of service tasks, building teamwork capacity, communication with colleagues and managers, increasing the quality of products and services.

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