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### **Abstract**

The human capital resource is the key factor for organizations to gain a competitive advantage in the market. Learning and Development based on formal and informal learning and knowledge sharing influence the development of the organization through human capital. This article provides an overview of the various solutions for formal and informal learning in organizations. The study provides a framework for understanding the different means through which formal and informal learning is implied in the organizations. And its contribution to the individual and organizational development.

### **Introduction**

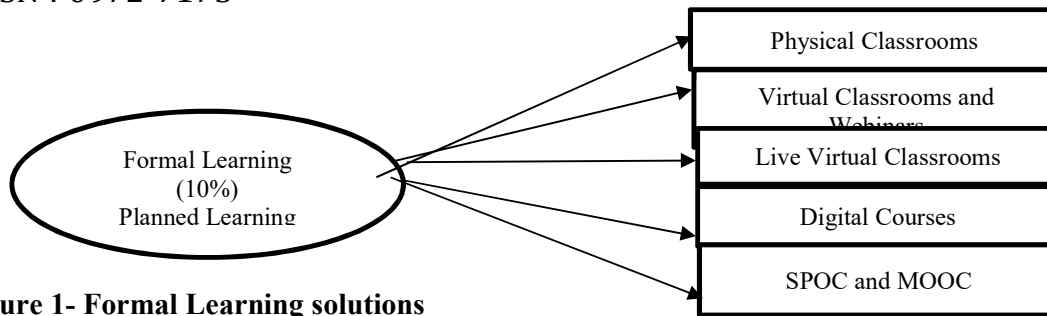
Learning professionals face numerous challenges. They include aligning the learning and development function with organizational goals, linking learning to job performance, recruiting and hiring quality staff, developing and retaining employees, and measuring learning and development. These challenges are not new, but using learning and development portfolios to overcome these issues may be a novel idea. The right strategy implemented efficiently and effectively helps an organization to be different from its competitors. It always ensures that the organization is enhancing its resources, and achieving the highest possible outcome for the available investments. In today's highly competitive and fast-paced business world, the right learning and development portfolio delivered in the right way brings the difference between success and failure.

### **Review of Literature**

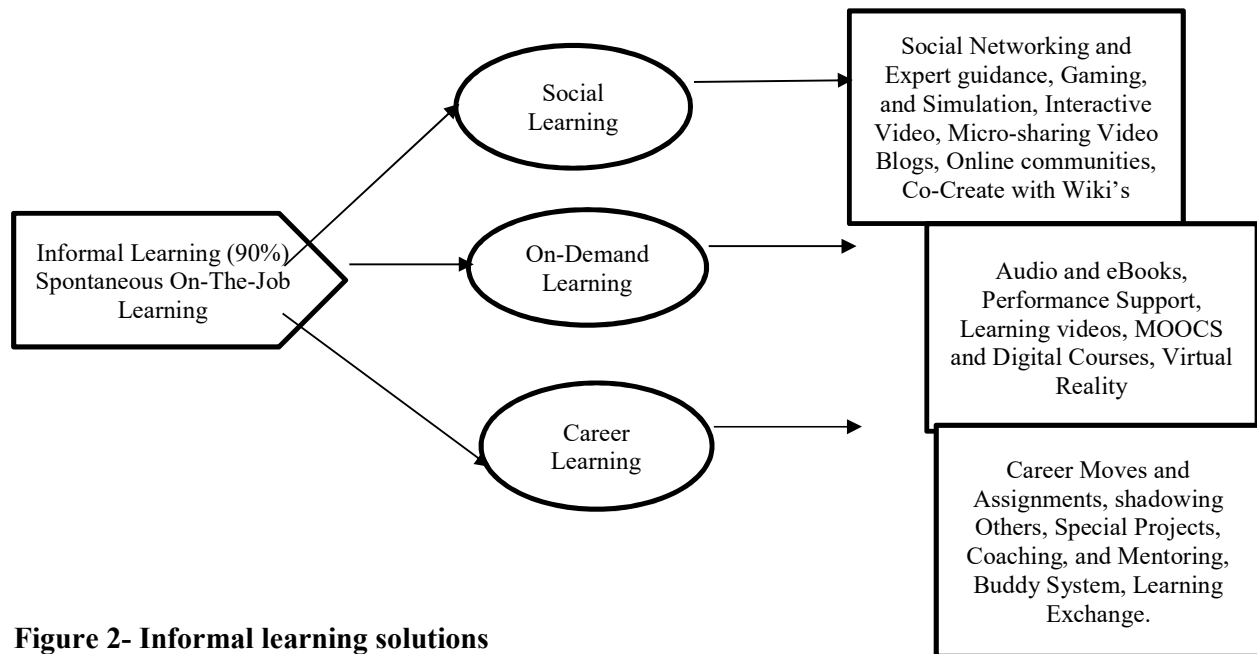
Organizations face difficulties in finding suitable employees with enhanced skills and knowledge for open positions and are uncertain about managing the talents that are increasingly diverse in age nationality, and race (Galagan, 2010). Formerly, organizations focused and spent money on formal learning and development programs alone (Miller, 2013). The limitations of formal learning and development were solved using online delivery and instructional methods. Technology-based learning including online learning, e-learning, and mobile learning started to be utilized in organizations. Informal learning enables employees to attain skills and knowledge by providing the potential for more meaningful learning experiences (Benson 1977, Tannenbaum et al. 2010). L&D has an impact on organizational performance by reducing costs and improving efficiency, motivation, innovation, reputation, and retention (Van Iddekinge et al., 2009).

### **Learning Framework**

Learning takes place through multiple forms of blended, formal, and informal learning initiatives. Studies reveal that almost 10% of learning in organizations happens through formal L&D strategies and the rest 90% through informal learning initiatives. A few examples of formal and informal learning methods are mentioned in Figures 1 and 2:



**Figure 1- Formal Learning solutions**



**Figure 2- Informal learning solutions**

**Formal Learning**

Traditionally, organizations have relied on formal learning and development. Formal learning is structured, role-based, and curriculum-driven learning which is shaped by the organization. In, formal learning, the organizations find the need for learning and development and decide what type of learning is to be provided during a specific timeframe to enhance the skills and expertise of the employees. Organizations that consider employee development seriously provide more time and spend more money on formal learning.

One of the challenges for employees in, formal learning is to set aside some time for participating in these courses. However, time, budget, workload, and geographically dispersed workforce make it difficult for organizations to offer, and the employees to attend the formal learning programs. But still, many business schools and corporate universities consider that formal learning plays a crucial role in employee development. One way that organizations are trying to overcome the difficulties of learning is through formal L&D programs using online platforms.

**Continuous Learning**

Continuous learning is more important for employee development. It occurs outside the realm of formal learning and development. Continuous learning includes informal learning, incidental learning, self-development, workplace learning, deliberate learning, etc. since employees spend most of their valuable time in their workplace, it is crucial to learn on the job.

Informal learning is semi-structured or unstructured learning. It is directed by the daily needs of the employees and occurs spontaneously on the job as interactions with peers, and the use of digital learning solutions. Informal learning is an example of self-directed learning. It is estimated that almost 75% of learning within the organization occurs from informal learning. It includes both behaviors and cognitive activities, learning from own self-reflection, learning from mentors, supervisors, and learning from non-interpersonal sources like printed or online materials. Informal learning enables employees to acquire skills and knowledge in the job and that provides the potential for more meaningful learning when compared with formal L&D. there are three different forms of informal learning as shown in the figure: Career-driven learning, On-demand learning, and social learning.

### **1. Career-driven learning**

Mostly learning takes place when employees move to different jobs or new projects that challenge them to work with new teams with different goals and within a different context. As a result, employees have to move outside their comfort zones into a new learning zone. In such situations when the employees are supported with on-the-job learning and guidance with formal classroom learning programs, then the learning will be more effective.

### **2. On-demand learning**

Employees always look forward to more information and knowledge that can help them enhance their performance in their job. The internet, websites, virtual learning, and search engines help employees with 24/7 accessibility to rich content at their fingertips. The main challenge faced here is the overloaded information and the difficulty to choose what is needed. As a result, time gets wasted surfing and searching different portals. Therefore, L&D strategies need to be properly designed to provide a personalized view of learning up-to-date and relevant information's supported by the social media.

### **3. Social learning**

Employees learn from others through formal and informal learning. According to Albert Bandura's theory, employees learn most effectively when they interact with others on a particular topic. Social learning is the interaction between two or more persons with the help of social media and technologies to facilitate the exchange of knowledge. It is characterized by interactive knowledge creation through interactive collaboration stimulated by cycles of feedback and sharing.

Most organizations explore improving the learning that takes place on the job and applies the learning model of 70:20:10. According to this model, 70 percent of the employees learn from on-the-job experiences, 20 percent learn from their interaction with others and the left 10 percent learn from formal learning events.

## **Conclusion**

A well-developed science of learning and development has arisen in the last few decades. The increasing importance of skills, knowledge, and abilities of employees and the need for the development of human resources in the organization should shift the focus to further research on L&D. It doesn't mean that the recent L&D methods are not sufficient, but newer technology-aided instructions and modern methods of L&D can accelerate the employees with more skills and abilities and result in ultimate organizational efficiency.

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