Training and Development
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Module-4
Lecture - 17
Learning Theories

Welcome to lecture 17 and this is the second lecture in module 4. In the previous lecture we discussed about the concept of learning and why learning is important and we also discuss about different types of learning.

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In today's lecture we are going to primarily learn about different Theories of Learning which will help a trainer or an organization to understand ok. So, based on my understanding about what are the needs of my trainees are the potential participant for the training.

And also understand how do I focus on tapping the interest of the trainees and how do I make them learn in detail, whatever the training programs we are coming up these learning theories will help you to understand ok. How do we configure the training or how do we develop the training program? How the content should look like or? How do we create interest among the learners?

So, the learning theory will be going to help all of us to understand how the training can be designed in such a way, that it will create more interest or also what should be the content in a training program; in order to create more interest among the participants. Let us get into the lecture. So, we are going to discuss about various theories of learning and when we talk about learning theories, what is this learning theories?

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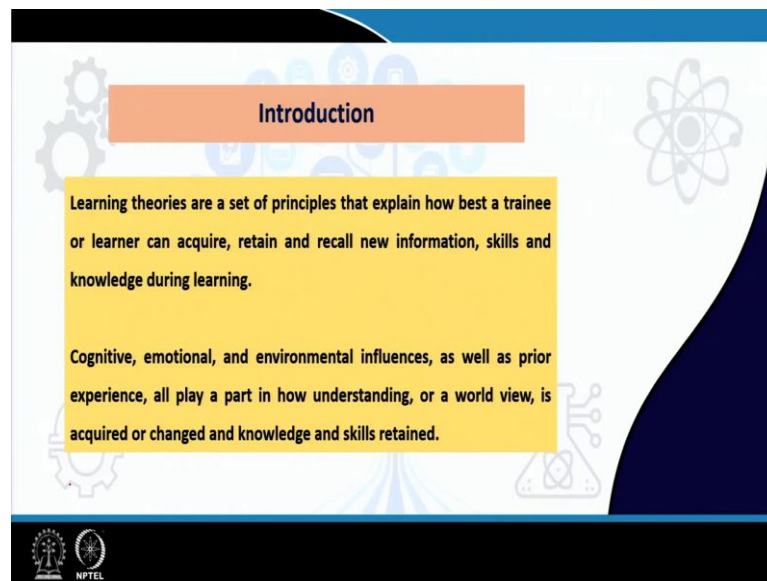
Learning theory is nothing, but it is talking about a set of principle that will explain how best a trainee or a learner can acquire or retain or recall new information skills or knowledge during the learning process. So, the learning theories going to talk about some set of principle which are going to help to understand, how my trainees or a learners can acquire in or you know retain or recall the information's or skills they learn during the training programs.

So, which is also talking about a cognitive emotional and environmental influence as well as their prior experience will play a very important role in and how understanding or understanding a world view through this training program. So, the learning theory is going to help us to understand ok, how do we; how do my learners learn what does it make them to learn ok.

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So, let us understand, what are the theories which we are going to discuss. We are going to discuss about reinforcement theory and we are going to learn about social learning theory how individual will learn. We will also see what these goal setting theories talks about, in terms of understanding the individual, how it will motivate the individuals to learn the learn through the training programs.

And we will also spend time on understanding the need theories because it is very important whether my training programs are in alignment with the need of the participants of the training program. And also, expectancy theory and adult learning theory, these are the theories which we are going to learn in this lecture ok.

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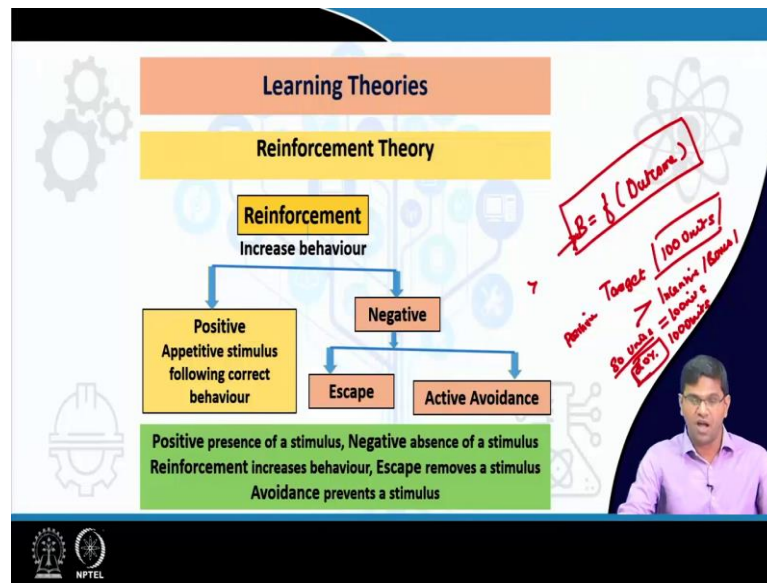
So, let us start with the reinforcement theory. So, what is this reinforcement theory talks about see the reinforcement theory comes from the you know the broader perspective of the behaviorism which says, individual behaviour is a function of you know outcome ok.

So, how what do I say about you know behaviour is a function of the outcome, let us say there are two different you know reinforcement one can be a positive reinforcement and another can be a negative reinforcement.

Let us say a positive reinforcement when let us say a when an individual, employee when they perform and when they perform a particular task or when they exhibit a particular behavior; then my organization is going to reward them positively it is going to stimulate my employees to repeat the such behaviour that is the positive reinforcement.

For example, giving a gift or incentive or a bonus for achieving something which is a positive reinforcement, where you know it comes with some reward; you know there is a stimulus which encourages an employee to repeat such behaviour. And there is also another one where is a negative reinforcement there is in a negative reinforcement, we also have you know negative reinforcement avoidance active avoidance and escape.

See one is about the punishment. So, when you repeat a behaviour when you know repeat or show a particular behaviour in a workplace for that you will be punished for

exhibiting such a behavior. Another one if you are avoiding not to make the particular behaviour, you know it will not hinder you.

For example, let us say there is a target which is 100 units per day ok. One is when you exceed 100 units, you will let us say get incentive or a bonus or an appreciation letter from the manager and boss which is the positive reinforcement; you wanted to do it and repeat it.

Now comes let us say when you are producing only 80 units as against the expectations of 100 units, then let us imagine that you know you are going to lose the salary 20 percent of your salary for the particular day which is actually you know you are going to lose

Then this reinforcement this kind of a negative reinforcement, which will make you to say that you know; yes, better that I at least reach the 100 units otherwise, I will be losing my salary. In another in instance for example, punishment. So, let us say if you are not following the safety protocols in the organizations, let us say you will be demoted or even you will be given a suspension for specific period.

So, what will happen? It is actually actively making somebody to not to do that you know not to do that in the sense, you know you will always follow all the safety protocol. So, these are the way in ways in which we understand the behaviour of an individual. So, individual behaviour is also depended on the function of the outcome. So, what do I what do I am going to get, when I do this particular behavior? Is my behaviour is going to give me a positive stimulus? Organization can follow both kind of a reinforcement.

One can follow a positive reinforcement which provides you more positive outcomes in terms of giving benefits or incentives or a bonus or a reward recognition. Another way is that you know in case, if you are not doing it the reward will be taken away from you, which is one way of you know negative reinforcement another is a punishment.

If you do not do so, I am going to punish you. So, this in this way also you can promote such a particular behaviour from the employees ok.

Now, you know to understand more to one what are the various factor which are affected by this factor understanding the reinforcement. So, there are various factors which affect the reinforcement of the individual whether the employee will be repeating the particular behaviour, which are favorable for an organization based on various factors.

One is about satiation what is this satiation? Which is a degree of need for example, there is an employee, who is already a wealthy employee who has lot of money with them. And for the particular employee if you give them bonus that may not be a motivation factor right. So, for example, if you want somebody to repeat the particular behavior meaning that you know who is very good at interacting with the customers or a client ok.

And now let us say you want the particular employee to repeat it if this person is already having lot of money or the person who is not interested in getting, you know bonus as an incentive. If you give them that particular person a bonus, he or she may not repeat the particular behavior. So, you need to understand what is that my employees are valuing it based on the need, you need to provide the reinforcement based on that they he or she will be repeating the particular behavior.

For example, that person will be always looking for a recognition; some appreciations, then if you provide appreciation or recognition for those employees, he or she will be repeating the particular behavior. Now, next factor is coming immediacy what is this

immediacy the time last elapse between the desired behavior and the reinforcement ok. You are expecting a specific behavior ok.

Let us say being on time to the office or maybe when you have a shop floor everybody has to present on their respective workstation. So, that you know the complete production can be over the end output can be produced. So, now, look at you know we are expecting them to you know at 9'o clock everybody has to be on the workstation.

And you will also have a reinforcement which you want wanted to provide a reinforcement either way of reward and recognition whatever it is. So, what is the time elapsed between the desired behavior when somebody shows up on time against the reinforcement what you are going to do.

Let us say the shorter time between the two more likely that you know employee will relate that yes, the reinforcement with the behavior. Let us say every member in an assembly line reports exactly 9'o clock and is they you know then if there is a clap from other teams, that you know they are not everybody is there. Then it is people will associate yes, this appreciation is they will associate, this appreciation with respect to their timely reporting to their workstations.

Or let us say the moment no some of their employees are not reaching their workstations and the first one-hour productivity bonus is not provided to the workers. So, they will associate ok if they are not coming on time there this is going to be reflected. So, what is the time between this reinforcement and the desired behavior, which will also have lot of impact on the repetition of the particular behavior.

So, it should be always very close between the in reinforcement and the desired behavior we are expecting ok. Then the size what is the magnitude of a reward or a punishment, it can be a reward. As I said positive reinforcement or it can be a negative reinforcement. How big it will have my impact on the effect on me. So, based on that its people will repeat or show interest on the learning.
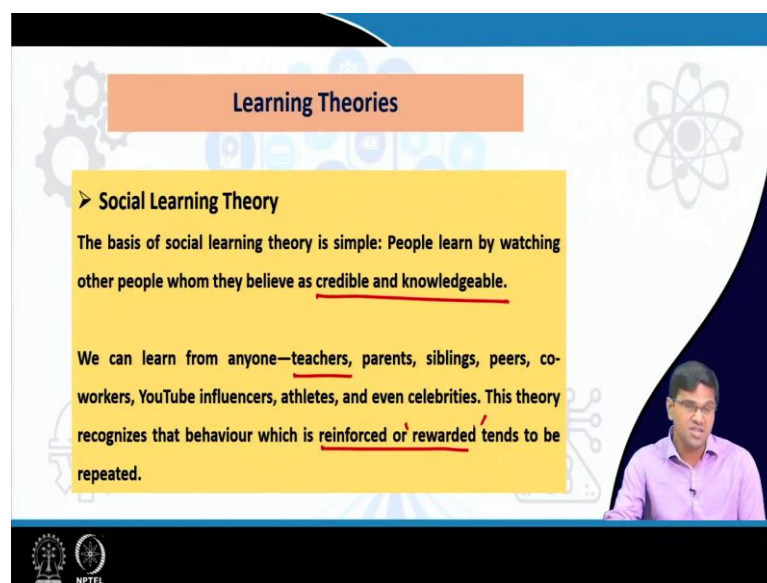
So, the reinforcement theory which essentially talks about ok how will you able to understand that interest of my employees what is that you know they are going to value most or we going to have them a part of the training program, unless otherwise you do not expect them to show be actively in the training programs. For example, you are

conducting a training program which is specifically on programming or coding and all that.

And they know that you know this is going to essentially help them in getting a promotion or getting incentives or bonuses. Then what will happen, the employees who are participating in the training will show lot of interest in the training program. So, that is how we are going to conduct the concept of theory with a you know practice.

So, the learning theory helps you to see ok what are we going to offer how important is that for them and what is the reinforcement it is going to give them. It maybe give them the bonus it may be give them the immediate promotions or they become a team leader or they become a manager. So, this will also influence the learners how much interest they will show on the training program ok. So, this is the reinforcement theory.

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Now let us go on the social learning theory. What is the social learning theory saying? The social learning theory says, people will learn by observing others, watching others whom they believe they have a credible and knowledgeable; who are you know referred as the person who knows things in the particular field. You know this is called you know people not necessarily to experience or go through the true learning.

It is also the social learning theory also state that, you know it is against what people always feel that you know individual has to go through the training, so that they will learn. It is also by observing others you might also learn right.

That is where we are talking about you know visual aid learning where by observing other people, how do they perform the particular task or you know video tutorial through that you learn. So, how other people are performing the are handling the missionary through that you will also able to replicate in your workplaces. So, social learning theory which essentially state that people will learn by observing people ok.

So, we will learn from you know teachers observing teachers or peers, co workers and you know we have seen you know YouTube influencers and other celebrities. So, this theory actually recognize that is behavior is reinforced or rewarded tends to be repeated. When you are able to be seeing observing that you know when, particular set of behavior if it is rewarded or reinforced; which gives me some satisfaction, which gives me some motivation I will be able to repeat that behavior.

Or some behavior which are rewarded I will be able to I will be motivated to repeat the behavior. For example, if I am being on time all the time for my job, then at the monthly you will get some incentive. Whatever it is going to reinforce me, I want to be always reported to my office on time; so, this will also repeat. Similarly, this learning comes. So, let us understand in more detail what the social learning theory talks about ok.

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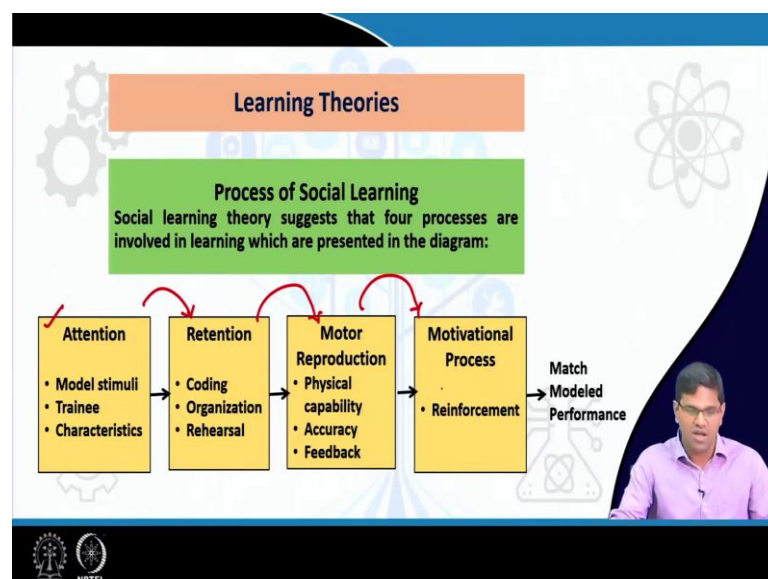
So, this is actually a process. So, social learning theory suggests that there are four processes involved in learning ok. So, first is an attention process what is this attention process? In this attention process individual as I said you know the social learning theory says people learn by observing people meaning that, I am identifying a model here.

Model I refer to somebody who is an expert in the particular field somebody who I relate with right. And I also I identify you know these people are been always proven, that they are a best performer in my company and who is really skilled who is really knowledgeable.

So, I have to identify the model and I do not you know look at them observe them pay attention to my model. Model I am referring to an individual or maybe a manager maybe an employee may be your co worker peers anybody, whatever you are intended to learn. You will pay attention to those people, whom you refer to as a model. And you will observe what they are doing? How they are doing? How do they perform?

Then comes the next stage is a retention phase. Now, you wanted to retain whatever you observed. You know, how they performed in a particular instance? How did they respond during a conflict situation in a workplace? How do they manage their subordinates or their employees or? How do they you know respond to the customer or a client?

Then you are trying to you know coding and you will able to you know learn retain how my model actually performed in similar instances. Now, comes you know motor reproductions you are able to you know repeat those learning yeah. You know that is very important in absence of the model.

Now the model is no longer you know model I am referring to somebody you observed and in the second stage you wanted to retain whatever you observed from the particular model. In the next phase you are in a motor reproduction stage, where you will be able to repeat those behaviour in absence of the model. That you know you will perform the particular job in your organizations, by observe whatever you learned by observing the other persons.

And next comes the motivational process. So, because of that you know activity you do and you will get a feedback, feedback in the sense in terms of you know appreciations or you will feel that you know, you are able to perform really well your efficiency is

increasing, your output is increasing you are getting incentives, you are getting up you know people been appreciating you.

And you are there is no error been identified in your work, that will give you a motivational process what will happen you will be repeating the what you are actually doing.

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So, I will not understand much better on each of this. So, the attention phase where individual need to pay attention to a behavior and its consequences and forming a model representation of the behavior. As I said you will have to observe a model and you will also see, what type of a behavior they do? What type of a consequences it comes? And then you will have to you know you know representation of the behavior you need to build.

And then comes the retention, how well the behavior is remembered as you said you observed a certain behavior of your model? And how well you are able to remember those behavior? Because those behavior may be notice it is not always remembered now it is very important you just see and you do not remember those behavior then you cannot repeat those behavior in a workplace.

So, that is at the second stage of the social learning theory talks about retaining the information's what you are observed ok.

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Then comes the motor reproduction where with our limited ability and we are able to reproduce the behavior, which you know we observed retained in absence of the model; which were that is how the learning actually happens within you. Then comes the motivational process where I was already said yes when you show a behavior it will give you some reward, maybe it can be a positive reward or it can be a negative reward in terms of if you are not really doing well; you will be punished.

But you really do well, it becomes the motivation that you will repeat as such a learning what you have learnt newly or maybe you will be using that learning in a new context as well ok. This is the social learning theory talks about, how an individual will learn by observing people.

Why this becoming an important understanding training is that, what type of a method I can use. Now you will be able to show videos or show how people used to carry over the particular task meaning that people can learn by seeing how others are doing. For example, laboratory experiments we would have seen that yes there is a demonstrator, who demonstrate how to do this.

By looking at the demonstrations you are learning right individual will used to learn, that is the process of learning. When my demonstrator shows, I am actually paying attention how the results are coming out once the training is over the demonstration is over what I

will do I will want to repeat it. So, you need to retain it and so that you will be able to reproduce it right.

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That is why the social learning theory is important in a context of a learning. Next theory which is about a goal setting theory. So, what this goal setting theory says, the goal itself will give direction to an employee. It will also motivate employee about, what needs to be done? How much efforts to be required?

For example, there is a task given as I said you know 100 units to be produced. This tell me, how much of effort I should put, you know what is the direction I which I should do? So, that I will be able to you know produce 100 units per day right. The goal itself will be a motivation factor.

And you know why if you wanted to understand how goal can motivate people, because the you know there are important features of the goal setting theory, what is that? We know we have to understand now we cannot. Because you cannot set a goal which are unrealistic in nature which will itself act as a demotivator.

For example, same example of these 100 units. Let us say in 8 hours shift where fairly employee can only produce 80 units, imagine a situation. Now if you are asking them to produce 100 units which are unrealistic in nature, this will even more demotivate people

not to perform. Because they might feel you know I cannot even whatever I do I cannot reach 100, but how do they expect me to do 100.

So, it is very important to understand how should the goal to be assigned to individual, because goal should motivate people it should also you know appreciate and give them more energy to employees to perform ok. Now let us understand some of the features of goal setting theory, which says you know willingness to work towards attainment of the goal is a main source of motivation. Yes, because people or employees should be interested in pursuing this particular goal.

If the goal is not attractive or goal itself is not challenging, then people or my employees will not be motivated. And next important thing comes is you need to set a very specific and clear goal, which will lead to a better output and a better performance. If a goal is not clearly set, it is not a specific goal.

Let us say company says we wanted to show better performance in the next quarter ok. Let us say we are in quarter 1, then company is talking about ok. We wanted to have an improved performance in quarter 2 what are you talking about? What is that improved performance?

Are you talking about? Are you talking about more customers? Are you talking about more profit? Are you talking about more revenue? Are you talking about more employees? What are you talking about? You need to be having a very specific and clear goal, so that it will drive a better output and better performance.

So, again as I was already saying goal should be very realistic in nature and it should also challenge people. When you know when a goal is provided, like maybe you know as I said you know 100 units; as I said you know when it is unrealistic, then it cannot help it cannot motivate people.

Otherwise, if you imagine that you are setting a goal, which are realistic in nature and it is also challenging. People have to stretch themselves or learn something new to perform the particular task, when a challenging goal is accepted by the individual, they will have more motivation to perform the goal. Let us say somebody is asking you to perform this task.

You know that is it is challenging, but the moment you accept you will have more motivation to do the goal right. You will be learning new concept, new tools because you have accepted the challenge that I will perform.

Then and goal should also provide you feedback about the results the time-to-time feedback will provide more motivation, which will help the people to know that you know are we traveling the right direction or not. The goal should also should have a regular feedback mechanism in any work environment ok.

So, employees' participation in goal is not always desirable ok so. You may not expect an employee to participate in setting the goal, there are concept of you know management by objective; where both the employee and an employer will participate in setting the goal. What is very important is that, goal should be realistic it should be challenging and it should also have some feedback configured towards it.

For example, we also talk about a smart goal, which is specific measurable ok attainable, it is realistic and timely; there should be a time bound within which I will be able to achieve my goal. So, the goal will act as a source of motivation itself ok.

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So, now, we are going to the very important theory which is going to about talk about the need-based theory. So, when every individual will have a different need ok. When the

particular need is scarce or which I do not have sufficient things which will meet my need, that will act as my source of motivation.

For example, you are traveling and you are you have lot of money with you and you are traveling and all that, but you are you know hungry. So, that time what is the motivation for you? You want to find out you know restaurant or a place to eat that is your deficiency which you are starving you are hungry you want food.

So, the need-based theory which also says that you know the need is a deficiency that a person is experiencing at any point of time. You know we are going to learn about two important theories which is Maslow's Abraham Maslow's hierarchy of needs which most of you would have heard about it and next one is about McClelland theory of needs.

Which are focusing on you know a near premier theory which is going to talk about what are the different need individual will have, the deficiency needs when an individual are do not have the or if they go through a deficiency in the particular needs. Then that is the one which will motivate individuals to look for ok.

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So, let us look at the theories. So, this side if you look at you know a pyramid where you say the it says you know hierarchy of needs you know it goes from the bottom to up. So, first is a physiological need which are talks about your you know basic needs of an

individual which is then a food and other basic needs when your basic needs are not met you will not be thinking about anything else.

So, when an organization trying to provide any or ask employee to perform well. When you have to understand, what type of a need my employees have. And you have to meet the lower need, which are all called these three are called lower order needs ok. Lower order needs these needs are its otherwise also called a deficiency need, without which you cannot expect a people to go to the next level of the need.

When their physiological needs are met then people every individual will be talking about a safety need, which is how a safety needs we are talking about our physical and psychological safety; which you do not have on any arm both physiologically as well as the psychologically.

Once you have this safety need is being met then people will be talking about a social or a belonging need; where you are talking about the relationship, you are talking about you know love and affection all that comes in the social needs. When my social needs are met you know we will be moving to the next level of need which is esteem needs; where we are talking about recognition, reputation all that comes here in the esteem needs.

The last one is a self actualization. So, here is the stage where you are reaching what you are capable of performing which is the self actualization stage ok self actualization. So, here what is that you know this need you know these needs when there is a deficiency and what will happen, you know people will look for to meet these needs.

And you know there is also a possibility individual to move the needs may move in a different time. For example, somebody do not have a better belongingness or they do not have a proper team member who supports them then organization has to ensure that yes you have a better team that provides support to the co workers right.

And then comes to the McClelland theory of needs which has again three needs, which are need for affiliation which are very similar to social or belonging needs where Abraham Maslow is talking about. Here the need for affiliation talks about yes people look for belongingness or a relationship or love and affection at this stage and people who look for that they will you know want to satisfy that need.

For example, people who are need for affiliation is really high and they wanted to be in a same team supporting each other, they wanted to have a better relationship with the co workers and employees or my subordinates. They do they are fine even to forgo some of the goals being set for the individual employees.

Then need for power people who are looking for a power and who need you know power by I want to become a manager, I want to control others. So, those people will be aggressive in order to achieve our positional powers they will look for power.

Then need for achievement somebody wants to have a better achievement you know they will have a different need. Based on the needs of the employees you need to as an organization as a manager you need to focus on what type of a need my employees want. Are they looking for a safety needs are they looking for affiliation are they looking are they are looking for a power or esteem needs based on that you need to you know provide motivation to the employees.

Unless otherwise if you do not understand what are the needs of the employees, then it will be very difficult for you to motivate your employees.

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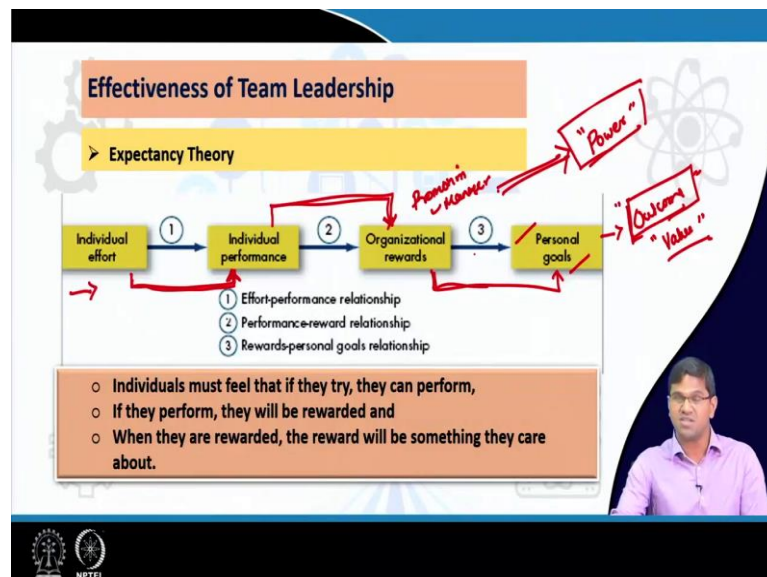
Now similar is the case if you relating this need theory to the training, where you need to understand ok. How do I design a training program which are going to cater to the needs of the employees. Are they looking at any of this perspective or looking at an esteem

needs where they can look out you know a better positional power they can get. So, you have to understand the need of the employees and design your training program accordingly ok.

Now, the next one is about expectancy theory in any instances what will happen now, individual will always have certain personal goals ok. So, this is the end outcome. So, where I will have some goals which are values which I look for ok. For that I look at to get this end outcome I will relate a relationship ok. So, I will put some effort I expect that effort will lead to a better performance ok.

I also see when I perform, I see that my organization will provide reward, it can be incentive or it can be you know recognition or a position or a promotion all that which is very important to me. So, based on what I interested to reach this outcome I have these processes to occur ok. So, I value this particular one because I feel you know I want a power, let us say this is my expectation I want a power.

To get a power in my organization what I have to do? I put I should put some effort which is what greater performance are having a new skill or a knowledge in the workplace. So, when I you know show better performance better productivity and I also learned a new tool or a skill, what will happen my organization will give me promotion let us say if they make me as a manager.

So, what I am trying to do? Which is going to meet my expectation that I wanted to have a power; this is the relationship which you know every individual will feel. That is, you know individual will put an effort with an expectation, that you know that will lead to certain performance. And I will expect that that performance will lead to have a reward from my organization, which I feel that you know there is an you know alignment with that particular reward with a personal goal or which I have.

So, this is one of the theories which says people have an expectation based on the expectations they will put in their effort. So, organization should also understand what are the expectations of my employees, who are going to participate in the training program.

Are they expecting that ok are the end of the training program I should have learned this particular tool; are they end of this training program I should have a better interpersonal

skill. Or I would have developed better report writing skill or maybe customer relationship skill. So, based on that you know you have to provide or customize the training program that will be able to provide or meet the expectations.

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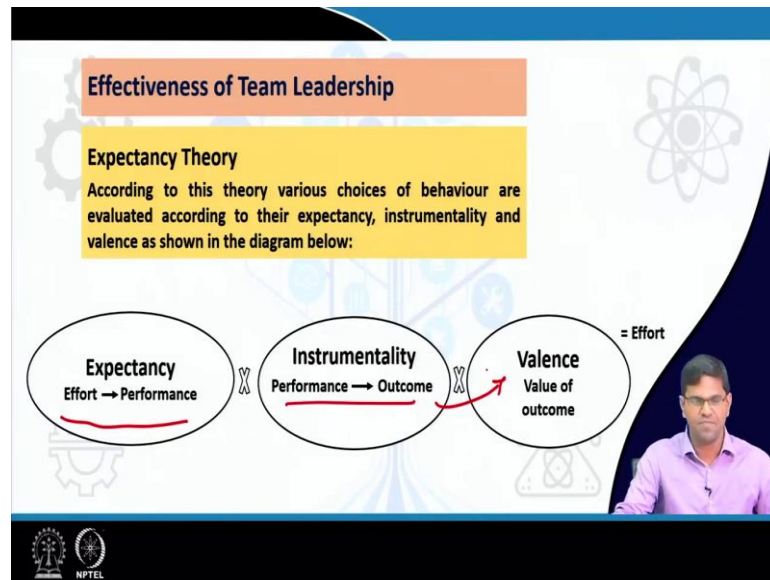
Which I have already explained that yes yeah this is an expectancy ok my effort will lead to a performance and performance will lead to outcome. That of course, the outcome is what I value the most right. Where I am talking about what as a personally what is the outcome which I am feeling, that I it will you know satisfy my values which I am looking at. You know as I said you know I wanted to have a power.

So, to have the power, I wanted to be in a position to reach the position I have to put in some effort in terms of performance that performance should give me some reward, that the promotion or a managerial position which will give me the expectation of power ok.

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Then which we have already explained this theory and the last one is about an adult learning theory, which is nothing, but an andragogy. Where you know it's a practice of you know educating adults to develop a knowledge or skill.

So, adult learning is you know where you want to educate an adult to learn a new knowledge or a skill. There are you know five key assumptions about adult learners which makes an adult to learn, a new skill or knowledge what are those assumptions ok

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So, this principles of this you know andragogy which is adult learning which says that adults learn better from experience. So, when they give you an opportunity they will explore and they will also learn from the mistakes.

So, adult will be interested to learn through experiences when they make mistakes, they will learn that ok I should not repeat this mistake. When they see there is a better output then they want to repeat this particular set of behavior, because which is give me a better productivity or better outcome.

So, adult also favor a very pragmatic, it is a very practical approach must be able to apply learning to solve a specific problem. So, they always look at a very pragmatic approach in solving a specific problem. Adults are more interested in learning things that they have immediate relevance if I can learn something which has a relevance.

Let us say company is providing a training the training should have a relevance to their current workplace. Let us say you have been asked to participate in a training where you feel like, if I go through the training, I do not see any possibility of using that particular learning through this training program in my current or work role.

I feel disconnected with the training program, I will show I will be really more not motivated because adults always look that you know; can I see some relevance of what I
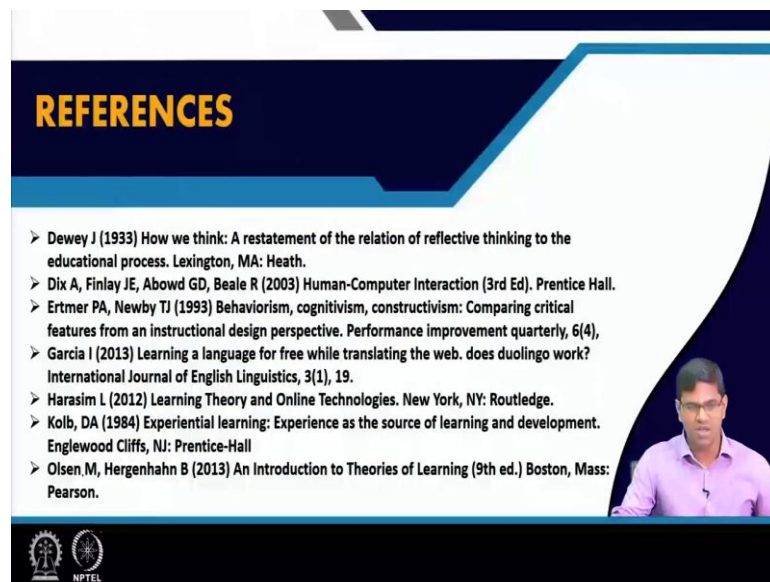
am currently doing. They always wanted to learn or a participate in a training program, which I can connect with the relevance ok.

Then adult needs to be involved in a planning and evaluation of their instructions. So, adult want their participations to say what should be the content of the program? What type of a training can have? What type of an evaluation system I can have in the training program?

So, these are the principles if you wanted to design a training program, you should always make sure that yes. They are given more opportunity to experience or practice during the training program more you know simulation-based training program or assessment-based training program because and also something fragmenting in approach.

So, that they will appreciate those training programs and also you know they want to see something relevant to their current workplaces if. So, these are the some of the learning's which has to be taken. So, that you will be able to come up with a better training propose a better training program which will have a better implication to the employees ok.
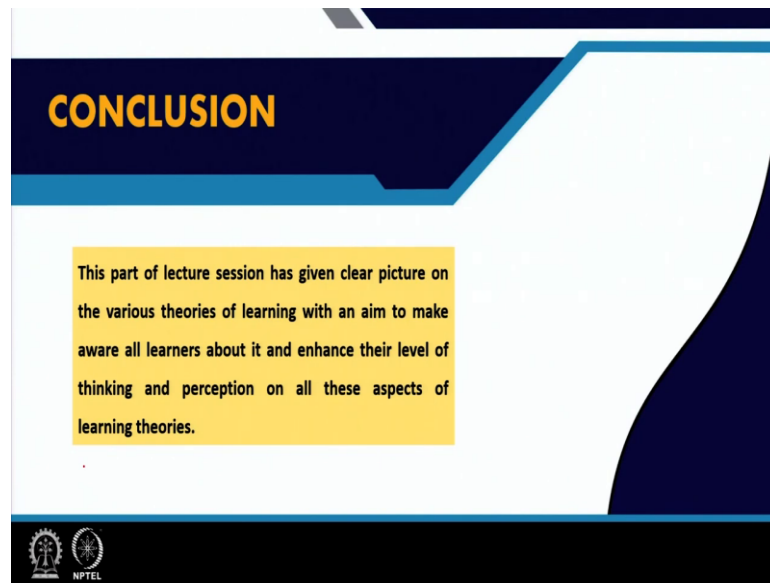
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So, these are the references.

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And today we learned about various theories on learning which we talked about reinforcement theory, social learning theory and we also goal setting theories, expectancy theory, valency theory. All those theories have given a broader understanding about how do I create interest among my learners and how do I design my content. So, that my learners are interested and motivated to learn something new or take away these knowledge and skills to a new context in their workplaces.

Thank you.