

## 2.4 Motivation and demotivation

# Training

In the IB you are encouraged to be a life-long learner. When you leave school and start your first job, the learning should continue. Given the fast pace of change in the world, it is important that you continue to develop your knowledge and skills. Motivation increases with opportunities to master new skills, and the best businesses offer their employees the chance to develop consistently.

Training involves teaching employees new skills or improving the skills they already have. Training is important for business organisations. It brings many benefits but is sometimes avoided because of its cost and the down time for workers when they participate.



**Figure 1.** Training improves motivation; people like to learn.

Credit: Nitat Termmee, Getty Images

## The importance of training for the business and employee

Training is important for businesses for several reasons:

- Trained employees are more productive and can contribute more to achieving business goals.
- Trained employees can more easily replace each other when a business reorganisation occurs, making the business more resilient.
- Trained employees will be able to use new technologies.
- Trained employees will experience fewer accidents; this reduces costs.
- Trained employees are better able to meet customer needs, which can increase sales revenues.
- Job-seekers are more likely to want to work for a business that provides training, making recruiting easier.

Training is also important for the employees because:

- Trained employees feel valued and invested in, increasing motivation and job satisfaction.
- Trained employees increase their chances of being promoted or moving in other ways in the organisation.
- Trained employees increase their own resilience, making it easier to find new employment if needed or desired.

Training can be costly for businesses, and some companies may avoid it for that reason. Off-the-job training may involve tuition fees, accommodation, travel and food allowances, all of which add to the costs. There is also the disruption to consider. When employees take time off for training, others may need to cover their responsibilities. So it is important for the business to ensure that the training provided meets both its and the employee's needs. Training can also be a risk for the business because there is always a chance that the employee takes the new skills to another employer. This is a further reason for the business to pay close attention to the other important motivators discussed in this subtopic, so their highly trained employees will want to stay.

# Types of training

Training can take many forms. It can involve taking a course to improve knowledge or skills, practising a precise technique that needs to be carried out, receiving feedback and advice from a mentor or coach, attending a conference, conducting a role play or, as is done in this course, examining case studies. The most general classification of training, however, is whether it is on-the-job training or off-the-job training.

## On-the-job training

On-the-job training is conducted while the employee continues to work, without leaving the workplace. **Table 1** lists the different types of on-the-job training.



**Figure 2.** Online courses are an increasingly popular option for on-the-job training.

Credit: Edwin Tan, Getty Images

**Table 1.** Types of on-the-job training.

Type of on-the-job training	Explanation
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Type of on-the-job training	Explanation
<b><u>Induction</u></b>	This is training given to new employees when they first start working in the organisation. It introduces the business, the job role, policies, facilities, health and safety regulations and so on. Induction training makes it easier for a new employee to adapt to their work environment. New employees can get their questions answered and become familiar with work processes, the people in the organisation and its culture.
<b>Coaching</b>	This involves a supervisor guiding the employee through the use of equipment, or through a process. The trainee will perform the process and receive feedback from the supervisor.
<b>Mentoring</b>	The employee is paired with a more experienced worker. The trainee carries out the job but discusses problems and how to solve them with the mentor.
<b>Job rotation</b>	The employee works at different positions in the company for short periods. This kind of training gives the employee a range of experiences in different parts of the organisation, which helps the employee see the big picture of the organisation. Job rotation may make it possible for employees to replace each other if an employee falls sick. For the employee, job rotation can prevent boredom and improve motivation. It also makes the business more resilient when the workers are trained flexibly.
<b>Apprenticeship</b>	An apprentice works under the supervision of an expert for a long period and may also attend regular outside education. This type of training is common in industries where it takes a long time to acquire the skills to perform the work.

Type of on-the-job training	Explanation
In-house courses	A business may organise its own training courses staffed by its own workers. It could also use external trainers who either deliver training in person or over digital platforms. Online education is becoming an increasingly popular way to deliver on-the-job training to employees, who can work at their own pace as dictated by their job.

## Off-the-job training



**Figure 3.** Attending conferences away from the job can provide diverse training opportunities for employees.

Credit: Luis Alvarez, Getty Images

Off-the-job training is conducted away from the employee’s normal workplace. The location is often specifically designed for training. It could be a conference facility, or a training centre. The main advantage of off-the-job training is that it minimises distraction and allows employees to focus on what they are learning. The main disadvantage is that it may not provide employees with skills that are as closely related to their job as would be provided by on-the-job training. **Table 2** explains several types of off-the-job training.

**Table 2.** Types of off-the-job training.

Type of off-the-job training	Explanation
<b>Lectures and conferences</b>	These involve verbal and visual presentations for large audiences and this approach is often used in colleges and universities. A lecture or conference must be interesting enough to motivate the audience, and the speaker must be an expert in the subject. Often there are opportunities for smaller break-out sessions on specific topics.
<b>Vestibule training</b>	Employees are trained in a prototype environment near the workplace. This could be a specific part of a factory dedicated to training, which replicates working conditions as closely as possible. This method was commonly used in the past when large numbers of workers had to be trained in the skills needed for factory work.
<b>Simulators</b>	This involves specialised equipment that simulates the working environment as closely as possible. The trainee is asked to make decisions, after which feedback is provided. Simulators are widely used to train pilots in the aviation industry.

## Activity

**Learner profile:** Inquirers

**Approaches to learning:** Research skills (information literacy)

1. Ask your teacher to explain the types of training available for educators in your school. You may wish to ask the questions in the list below.
  - Is the focus more on off-the-job or on-the-job training?
  - How has teacher training in the school changed since the COVID-19 pandemic?
  - How much choice do teachers have in their training opportunities?

- Does the school work with outside education institutions to help train teachers who are still working towards their degrees?
2. Which of the questions above are closed questions and which are open questions?
  3. What other open-ended questions can you think to ask, based on the information that has been provided in this section on training?