

The Power of Training Culture: Driving Today's Organisation

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Abstract

In the present day competitive and turbulent environment, human resources constitute the radical element for the emulation, both on domestic and global level. As for as the globalization and swiftness of innovation is bothered, the calibrated, impulsive and incentive human resources would be the cardinal determinant that make the difference between organisation to organisation. In today's competitive and turbulent environments, human resources of the organizations have procured more relevant and calculated sense. An organization that aspires to grow and enlarge must be in harmony with the changing needs of the environment. Training culture (TC) has relevance in this context since it is only through training that the gap between organization's requirement and the felt need of a changing environment can be offset. Trained workforce with knowledge and skills became one of the most esteemed and reliable source of competitive blessings. The primary purpose of this paper is to address the daunting challenge of how to establish a true TC, followed by an in-depth analysis of the changes occurred and faced with the help of TC and influence of TC on efficiency and productivity of employees and organisation. Hence, the discussion of this paper is related to the concept of TC, its relation to change, and its influence on productivity and efficiency of employees.

Keywords: Change, Development, Human Resource, Organization, Training.

Introduction

In present day context; uncertainty, hazard, entanglement have become a most striking particle of most of the major organisation [1]. Organizations find it vexed to stay

competitive in recent global economy. In a world in which globalization, technological advances and increased interdependence are required, there is an increasing acknowledgement that we need groomed and skilled human resource [2]. Cartwright cogently said that organizational growth, change and success ultimately depend on the actions of human beings [3]. A well groomed, updated and awarded employee in an organization is just like a close circuit hidden camera [4] meaning thereby employees are esteemed resource of the organization and it is the employees' performance upon whom success or failure of the organization relay.

In a rapidly changing environment, employee training is not only an activity that needs to be desiderated, but also an activity that an organization must enact its resources if it covets to maintain a calibrated, well skilled and knowledgeable workforce. An organization that aspires to grow and enlarge must be in harmony with the changing needs of the environment. Training ultimately acts as a vehicle to upgrade employee skills and enable them to perform better in their job but also of the organisation [5]. However, because of the need to operate in turbulent environments, contemporary organizations will have to consider newer and more imaginative ways of developing employees and changing their organizations [6]. Life-long learning has become a necessity and a well established true TC provide the vehicle for this to occur.

The 21st century will belong to those organizations, which are able to learn better and faster than their competitors [7]. In a market economy where uncertainty is rather widespread, obtaining knowledge and information is becoming a source for creating competing advantages [8]. The success of any organization depends on ability to utilize its human resources and other resources to achieve organizational objectives [9]. Organizations need to attract and nurture people with the kind of abilities that will make the firm productive in its chosen sector [10]. Essentially, organizational culture was seen to be a relatively recent attempt to influence organizations by suggesting that corporate success required a strong culture [11]. Hence, TC can be seen as the drive to deal with contemporary issues in order to develop employees, promote training and development programmes and encourage self-learning.

Objectives of the Study : The main objective of this article is to understand the concept of TC, to identify the characteristics of TC and to evaluate TC as a means of enabling change in an organisation. The putative link among TC, change and organisational effectiveness is a recurring theme of this paper. In order to achieve main objective noted above, some research goals are developed like: to explore the meaning of TC, to explore the characteristics of TC, and to explore the link of TC with change etc. Alternatives definitions and views of TC are considered in the process.

Training Culture and Today's Organisation :

Rosenberg elicits that one of the most important elements of a learning culture are high quality, sound learning programs that are evaluated not only for their effectiveness but also for their potential for really making a difference [12]. TC is a

key element in the business strategy of an organisation dedicated to continuous learning. A true TC continuously challenges its own methods and ways of doing things. This ensures continuous improvement and the capacity to change [13]. There have been numerous attempts to define training culture and its various aspects. Now let's have a look at the summary of major definition of TC.

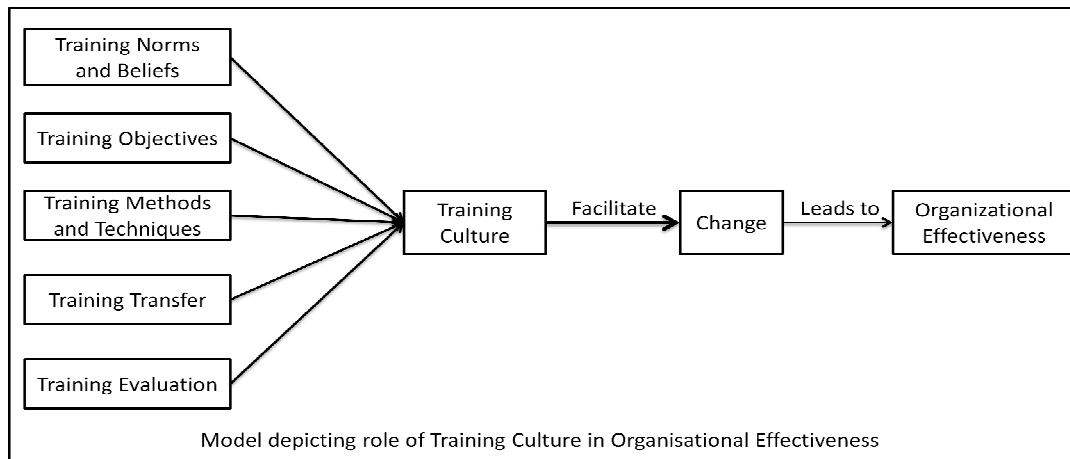
Table 1: Summary of Major Definitions of TC

Authors/Topics	Definitions
Gill (2010)	Culture of learning is an environment that supports and encourages collective discovery, sharing, and applications of knowledge.
Rosenberg(Apr/May 2008),	Learning culture can be defined as an organization that knows how to learn, with people who freely share what they know and are willing to change based on the acquisition of new knowledge.
Marquardt(2002)	Learning culture is one in which learning is recognized as absolutely critical for business success; in such an organization, learning has become a habitual and integrated part of all organizational functions.
Skervlavaj et al. (2007)	The concept of organizational learning culture is proposed and defined as a set of norms and values about the functioning of an organization.
Developing a True ... (n.d.)	Learning culture may be defined as a culture that accept a set of attitudes, values and practices that support the process of continuous learning within the organisation.
A Learning Culture for the Community ... January, (2011).	A learning culture is an environment in which people are committed to their own growth and development as professionals and apply their learning in reflective practice. It involves accepting a set of attributes, values and practices, which support a continuous process of learning for an organisation and its members.

Source: Self generated for the research article

Marquardt argued that a corporate learning culture is one in which learning is recognized as absolutely critical for business success; in such an organization, learning has become a habitual and integrated part of all organizational functions. This rich, adaptable culture creates relationships and enhances learning by encouraging values such as teamwork, self-management, empowerment, and sharing. It is the opposite of a closed, rigid, bureaucratic architecture. Further, he elicited that a number of values that push the organization up the learning ladder characterize a corporate learning culture [14]. TC may leads to superior performance, better quality of merchandise and services, better customer satisfaction, committed and consequence focused manpower greater ability to deal with change [15]. TC help an individual learn how to perform his present job satisfactory and procure competitive

advantage. TC not only assist in obtaining new knowledge, abilities and skills, but also the possibility to promote entrepreneurship, introduce employees to changes, encourage the changes of their attitude, introduce the employees to important business decisions and involve them actively in the process of decision making. These benefits as enable by TC finally leads to organisational effectiveness.



Source: Self generated after extensive literature survey

We are also increasingly in an age of peril, especially from the potential dangers of rapidly increasing complexity in all of our technologies. In addition, surprisingly, this bring our attention to focus on culture [16]. Establishing a true TC can be a good effort to face competitive and turbulent environment as TC does not only assist in acquiring new knowledge, and improving employees' skills, but also introduce employees to changes, encourage the changes of their attitude, promote the changes of their working style. A well established TC introduces the employees to important business decisions and involve them actively in the process of decision making. Marquardt well stated that a learning culture does not fear constant change and chaos; instead, it evidences an excitement and determination to vigorously and creatively respond to new challenges [17]. Rosenberg, however, is also of the same view who elucidate that a company with a good learning culture tends to surface ideas more efficiently and have an enhanced ability to respond to change [18]. TC motivate and support employees of an organisation to achieve improved results, enables employees to easily adapt to change and actually anticipate change as well. It also assist organisation in the way that it generate more energetic, loyal and goal oriented employees, grow through innovation [19]. While these debates have moved us in a variety of uncertain direction, it has become increasingly incumbent to recognize the characteristics of TC. Senge (2004) has identified five characteristics of a training culture these are; personal mastery, mental model, shared vision, team learning, and system thinking [20].

Based on aforementioned discussion it is logical to cooperate with the view of Ahlawat that the training program is correlated with the enhancement in productivity of the organization. Investment in training and development will have a direct and

positive association with the employee's loyalty towards work [21]. Establishing a true TC can be some atleast a panacea to change as Marquardt (2002) says that a learning culture does not fear constant change and chaos; instead, it evidences an excitement and determination to vigorously and creatively respond to new challenges [22].

A company with a good learning culture tends to surface ideas more efficiently and have an enhanced ability to react to change [23]. TC enable employees of an organisation to achieve dramatically improved consequences compared to more traditional organisations, as it enables staff to easily adapt to change, actually anticipate change, be more responsive to the market lay, bring forth more energetic, loyal and goal oriented employees, grow through innovation [24]. Conner and Clawson (2004) recognize that becoming a learning organisation entails deliberate culture change [25]. The successes of the organisation is obvious in the sence that the organisations that want to obtain and sustain CA in this new environment, companies will have to learn better and faster. Organizations with the adaptability of dinosaurs will not survive in the faster, information-rich environment of the new millennium. Lay bluntly, organizations must learn faster and adapt faster to changes in the environment or they simply will not live on [26].

Training and Development helps in increasing the job knowledge and skills of employees at each level and helps to expand the horizons of human intellect and an overall personality of the employees. It ensures that randomness is reduced and learning or behavioral change takes place in structured format [27]. The importance of getting success is improved when doubled with new knowledge, good training skills by incorporating intercultural concepts and practices in diversity training [28]. An organization which fails to recognize in due time the emergence of knowledge economy and does not go through the changes and transform into a learning organization, inevitably is headed to self-destruction [29]. The prosperity of organizations becomes explicitly dependent on the intellectual capacity of their employees and their ability to change and adjust to the dynamic business environment. Consequently, training and development has become one of the most critical aspects of human resource management effectiveness [30].

TC is a key element in the business strategy of an organisation dedicated to continuous learning. A true TC continuously challenges its own methods and ways of doing things. This ensures continuous improvement and the capacity to change [31].

Conclusion

Pressure of global competition and innovations are enforcing these organisations to have skilled and trained human resources so as to have pace with the changing and turbulent environment. My analysis of the myriad articles, research paper and books on these issues have led me to conclude that before organisations can adequately comprehend the richness of the training, they must focus on establishing a true TC inside the organisation. The focus on continuous learning and on identifying key competencies accelerated the development of TC and elevated the importance of training within many organisations. Apart from this every organization should be

capable to attract qualified and capable personnel, in order to use their skills in attaining organizational objectives. TC needs to be established, so that an organisation can compete with turbulent and changing environment. It appears that TC is now firmly identified as the vehicle which will enable an organisation to fight against changing and turbulent environment. Therefore, TC became a more widespread and broader concept with more defined and central objectives as compared to earlier.

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