



VISUALIZING IMPACT OF VALUES ON LEARNING AND DEVELOPMENT

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Abstract

The value system of the organizations speaks more when it comes to employees' development. The objective remains to carry out an impactful learning and development with creativity of the organization that has the value addition in achieving the objectives of the organization which comprises of its values and beliefs. A learning culture is an assortment of organizational concords, values, practices and processes. These conventions encourage employees and organizations to develop knowledge and competence. More importantly, creating the learning culture that is imbibed with core values is not a whimsical idea rather it is now becoming domineering. This paper will reflect the implementation of value system on employees' learning and development of an industry, how the values are incorporated in assessing the learnings and the performance, the way values get incorporated in the feedback mechanism. It will help the employees for one's on-going development & letting knowing the organization its opportunity areas. The implementation will be explained with the help of case study, organizations' take on values and future sustainability. The objective of the paper is to show how values and beliefs (V&B) gets imbibed in Learning & Development practices, the importance of V&B to the organization and how effective the learning and development reciprocates the values and beliefs of the organization towards the holistic development of the employees. The research methodology will constitute the case studies of industry giants of their sectors happened in recent years. The findings and conclusion will reflect how values and beliefs delivers the better productivity.

Keywords:- Learning And Development, Values, Culture, Employees, Impact

1. Introduction

The level of the employees vow to their organization is a significant aspect in defining the total

performance of employees (Abdullah Ramdhani, 2017). There is a paradigm shift which is understood in three transforming phases: 1) From training to learning, 2) change of role from administration to

learning and performance and 3) usage of tools for learning (Tan, 2018). A consistent organizational culture ropes in employee performance through their strong value system and beliefs that sway the mode individuals think, feel, and behave. Crafting such an organizational beliefs that integrates fostering, nourishing and cultivating individuals' performance rest on the amount to which the values of such a culture are communally encompassed (Joel Rodriguez, 2017). The corporate world has reflected much in terms of incorporating the values and beliefs in their organization. One of the well-known example we can find in the case of Taj Lands End, Mumbai which was opened by Ratan Tata for the military was to crash down the terrorist attack. This step has demonstrated the best example of strong values and beliefs standing for the people both for its employees and nation.

Highly successful international businesses such as General Electric, Google, Yahoo and Microsoft are possessing a strong organizational culture distinguishable through their values, standards and relics. In present world, culture plays an imperative part in the performance of the organization (Chandra, 2013). Leadership development and management programs (LDPs & LMPs) would embrace training and consideration on values, culture and desired behaviours.

2. Objective

How values & beliefs are getting imbibed in learning and development

Transparency is an important value at the organization

In a case study on Goodyear, North America, a major challenge was to groom the future leaders which required a commitment of nurturing a strong culture of learning among the future leaders across the organization. It has laid the foundation of "becoming a learning organization with a thorough inventory and assessment of its needs". In collaboration with

Harvard Business Publishing, L&D team began to define the learning gaps that can be bridged with holistic approach (HBR, <http://www.harvardbusiness.org>, 2012). Goodyear initiated a developmental programme for its high-potentials (Hi-Pots) that focused on "the ability to build talent and teams; problem solving; effective communication; courage; and delivering results". Goodyear is facilitating transparency of learning.

Helping the world thrive - ability to take care of our customers

Cargill (Conover, Iowa) - the company providing food, agriculture, financial, industrial products and services to the world, has developed a leadership model and a framework for consistent leadership development. The impact of the programme was to "Accelerate development of leaders, provide development opportunities for more leaders and promote virtual approach to learning, development, and collaboration" (HBR, 2015)

Teamwork is vital in our business

To reinforce management competencies, escalated rendezvous and improve configuration across functions was a business challenge that stood in-front of "market leader for oral care in Mexico, Colgate Palmolive". They craved to deal additional assets for unremitting professional and personal progression to both senior and mid-level managers (HBR, Growing Our Leaders and Improving, 2016). To facilitate this, they developed "Growing Our Leaders, a custom, blended leadership program that delivered a world-class curriculum via an online platform". This left the impact on 87% of participants which also contributed in increased collaboration that not only helped in aligning objectives but also lead towards a more fruitful business environment.

The importance of values and beliefs to the organization

According to (Chandra A. N., 2013), principal values are the beliefs and values of an organization. As identified in a case study on APIL, the researcher has observed the core values as – **Value orientation** (understanding and getting the know-how of varied cultures and the people who are hailing from different cultural background, more over a cross cultural integration), **Customer Orientation** (which indicates more about ‘listening to our customers’ and in APIL, the emphasis was strongly made “to offer reliability, consistency, trust, traceability, and other value added services” that helped in striving the growth and development, **Ownership and Commitment**(where the company believes in updating its employees about the happenings within, helping them to foster the significant competitive advantage). These values helps the employees to “to go beyond their duties, demonstrate high job involvement and show commitment to a great extent.”

A research oriented case study was performed on the leading technology leader, Apple Inc. where (Arocha, 2017) has stated that company has a “mix of employee focused, customer focused, and supplier-focused values.” It is vital for Apple to thrust more upon employee as compared to its customers & suppliers. Their set of values is unique which encourages its workforce “to have fun on the job, build a positive team, and family experience, and pursue growth and learning”. Apart from adding the developmental values to enhance team building and knowledge at workplace, it should look upon making their employees feel more valued for the skill sets they are hired for. The organizational philosophical culture expedites this core inspiration through inventiveness and allowing employees take perils. “Apple provides their full time corporate employees with personal development programs through a comprehensive and competitive benefits package, but does not make this information easily accessible for the public”. It was recommended by the researcher that company should

emphasize more on employee through its strong value system whereas there developmental programmes are quite effective.

3. Research Methodology

The study is based upon the case studies of well-known MNCs and the inputs from the researches conducted by the research scholars on the various manufacturing set-up which is the result of the empirical findings. Along with references from the various websites, books & articles.

Learning and development reciprocates the values and beliefs of the organization

Forbes Marshall made an initiative in their learning and development inputs, “realizing that there were not many takers for the traditional classroom mode of learning - and at the time 70 percent of the programmes were classroom-based – HR reversed the trend and currently offers just 30 to 35 percent of learning via classrooms. The rest is provided on-the-job or in places where people learn outside the organization”. This has made the entire L&D and HR team undergo an Instructional Design for developing the proficiency for in-house program development. An evaluation takes place for all the faculties, whether internal or external, and those who scores less than 80% twice are considered to be dropped off. If the score is more than 80%, are incentivised that foster a spirit of continuous learning as per **Best Workplaces 2012 Case Studies on HR Practices (2012)**.

In a scenario where many organizations are providing lucrative offers, **Ernst & Young** as a different take in making its employees go on another pitch where opportunities are being “providing unique career experiences and holistic development to its employees through its programme, Ernst & Young & You (EYU)”. This aims in shaping the career progression of their employees based on their aspirations & performers according to the study made by **Best Workplaces 2012 Case Studies on HR Practices (2012)**.

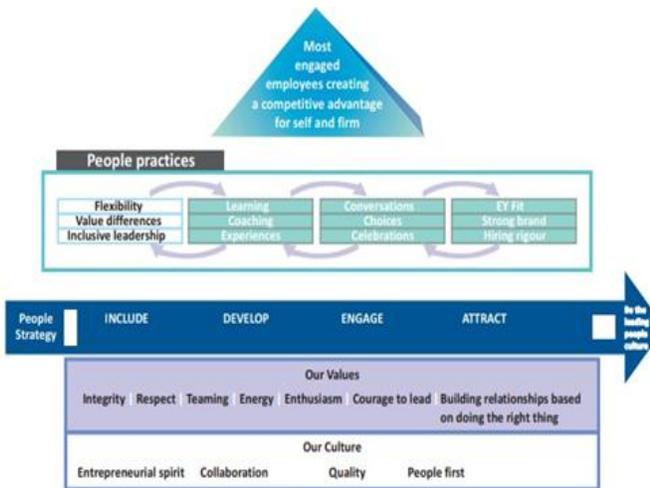


Fig 6.1: People Strategy at Ernst & Young

Source: SHRM India 2012, Best Workplaces 2012 Case Studies on HR Practices, 2012Talent Development Engagement and Retention, Ernst & Young

The concept of implementing “IDEA (Include, Develop, Engage and Attract)” was to leverage the competitiveness that not only concentrates on individual growth but also on crafting an exceptional career experience and in-house development of potential leaders. “The talent development framework focuses on a holistic competency development programme. The strong business case for people development and high engagement levels within the company contribute significantly to the success of the programme”.

As per the case study on leader company in white goods sector, the researcher, **Kuscua, Z.K. et.al. (2015)**, the company has a comparatively customary structure, though flexible and inventive at the same time where employees are looked upon as the assets. In a cable manufacturing company of Tanzania, as per **Munyai, T.T. et.al. (2018)** has attempted the findings indicating that transfer of knowledge is very much supported by the values & beliefs of the organization. “The leadership style, openness to trust and encouragement of knowledge sharing is likely to benefit an organization through effective communication, sharing and motivation.

Mentoring and the empowerment process play a crucial role in knowledge transfer. The transfer of tacit and explicit knowledge is equally important for the success of the organization.”

There has been evidences that learner’s attitude, interest, values and beliefs and prospects may influence the learning efficiency. If an organization nurtures a learning philosophy, then its workforce take delivery of assured indications/clues that their organization values transference of acquaintance and aids scholar by them from the learning and development programs provided by their establishments.

4. Conclusion & Findings

It is now very well evident from the above researches that the organizations who dwells upon the values & beliefs tends to generate more productivity and delivers the desired outcomes that contributes in the continuous growth of the organization. The values & beliefs when gets imbibed in the learning and development of the employees, they get reflected at their work performance as well since they have been directly related to their developmental opportunities.

Many MNCs like Cargill, Forbes Marshall, Colgate Mexico etc. has reflected a breakthrough change in their culture and productivity only because of their strong value system and getting them aligned with the learning and development of their employees. The future leadership not only gets strengthen with the strong values and beliefs but also paves a way for a concrete sustainability.

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