"Work Environment and Organizational Culture Can Be Improved Through Training & Development Programmes: A Study Conducted At Bhiwadi (Rajasthan) In Manufacturing Sector"

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Abstract:- **Improvement in Organizational Culture through Cross Cultural Management, Congenial Work Environment, Employees Growth, Human Resources Retention and Development of the Human Capital and ultimately Organizational Development have been some of the most debated topics since last three decades and even of today. The Concepts of Multinational Collaborations and Business Off shoring have introduced new paradigms in the realm of Strategic Human Resources Management. New standards have been set to comply with the global demands which further demand awareness and counseling altogether at the same time when every working professional is aware of Strength, Weakness, Opportunity and Threat. The paper discusses some remedial measures for improvement of Organizational Culture and Work Environment through Training and Development Programmes which would include concept of Behavioural Training, Workplace Counseling, Work Environment Improvement and Awareness creation. Objective of this study is to find out whether the Training Programmes are beneficial in improvement of Work Environment and Organizational Culture. The data will be obtained through questionnaire methods involving the sample size of minimum 100 respondents from manufacturing industries of Bhiwadi Industrial Area of Rajasthan in India.**

Key Words: Congenial Work Environment, Employees Growth, Organizational Culture, Training and Development.

I. INTRODUCTION

In order to obtain the knowledge of Organizational Culture and Work Environment of any organization, it is prerequisite of the study to know in general about: 'What is an organization'? What is an Organizational Culture? What is Work Environment? What is Training & Development? The researcher has studied these aspects very deeply and tried to correlate the impact of Training and Development on the quality of Organizational Culture and Work Environment prevailing in the manufacturing industries situated within the territory of Bhiwadi Industrial Area of Rajasthan State in India. Further before directly reaching to the conclusion of the study and data analysis report the above mentioned terms have been briefly explained as under:-

Organization: According to the English Dictionary meaning of the word 'organization' is i.e. as noun an organization is a group of more than one person doing their work together on a common workplace for achieving a common goal. And second meaning i.e. as verb is process of combining the various activities and resources together and use them in a systemized manner for accomplishment of the common goal of the whole group.

An **organization** is a social entity that has a common goal and is affected by an external environment. The word "organization" is derived from the Greek word organon, itself derived from the better-known word ergon which means "organ" – a compartment for a particular task.

The various types of organizations include corporations, governments, non-governmental organizations, international organizations, armed forces, charities, not-for-profit corporations, partnerships, cooperatives and universities .

Work Environment:
In the present age speedy growth has been observed in Industrial Growth as well as Economic Growth across the globe. New manufacturing units are being established; multinational companies are doing collaboration and starting their business in several countries in the world. The organizations are earning and growing as well as their employee's are earning good remuneration. Awareness and knowledge of the common person is continuously increasing. Despite all these positive developments, there are many organizations suffering from a common problem of massive employee turnover. They have very good infrastructure, they have strong paying capacity and providing lot of facilities to their employees. But still they fail to retain their Human Capital. The companies lose their valuable manpower, which increase their extra cost by frequent recruitment and training and the cost of work suffers due to change of hands.

It has been practically observed and felt that people leave any organization mainly due to following reasons:
1. Low Salary

2. Lack of proper talent recognition and talent management

3. Working Conditions at Workplace

The management of Human Resources is also the management of Human Emotions, on many occasions we have to maintain silence despite there are innumerable thoughts to express but in order to respect other emotions silence is chosen and many time even a person does not want to speak any thing but he has to say something for other emotional support. Such modulation of thoughts is also the part of management techniques. These management techniques often contribute in creating an environment at the workplace according to the nature of technique and its application in the circumstantial management and that becomes work environment of an organization according to prevailing circumstances.

Organizational Culture

The word Organizational culture has been constituted with combination of two words of English Language i.e. Organization and Culture. It has been explained above about the Organization and further it is explained that culture exists when people's attitude, traits and behavioral patterns are combined to govern them and it also takes into account the way an individual interacts with others. Culture is something which one inherits from his ancestors and it helps in distinguishing one individual from the other.

Culture **-** The organizational culture is formed by the ideologies, personal traits, people's attitude, custom and traditions as well as organizational policies in which further contribution of people's family background, educational and social standard also do have the significant impact over the final formation of the culture of an organization.

An Organization is a complex entity. Each Organization has many individuals who perform different functions and roles and are engaged in the pursuit of Organizational goals. Each Organization operates in terms of a set of policies and procedures, which are sometimes clearly laid down while at other times, are in the form of traditions and conventions. To plan, direct and control its various activities, an Organization requires superiors who in their day to day interactions reflect a variety of leadership qualities and skills in dealing with their subordinates. The sum total of the managerial policies, programmes, leadership styles and the individual's perception of his work creates an internal environment within each Organization, which accounts for its uniqueness and identity. These activities in practice in the routine life amount to organizational culture.

*Meaning of Training***:** It is a systematic programme of an organization which is organized and executed with an objective to enhance the aptitude, skills and abilities of the human resources of an organization in order to prepare them to perform their assigned functions efficiently, effectively and qualitatively. By imparting training employee/ employees learns manipulation of techniques of dealing with different type of problems arising differently in different circumstances and at different places. Through training the employees learns problem solving abilities as well as positive formation of their attitude towards their work and profession.

Training is the word which is usually used for the activities systematically performed to prepare some human being or animal for performing a specific task which includes the imparting of knowledge about the targeted task and skills to perform the same

Development is a closely related process which covers little more area than the training. The development is not only covering the enhancement those skills which improves the job performance of a person but also include the development and overall growth the personality of an individual.

II. OBJECTIVE OF THE STUDY

- To find out whether the Training Programmes are beneficial in improvement of Work Environment and Organizational Culture.

III. REVIEW OF CONTEMPORARY LITERATURE

Harward Business Review (2015): a report on case studies on the matters related to employee turnover and importance of training is more than achieving the target. Every organization in order to achieve its growth is having targets of sales but that is not right way. It can be more important to enhance the skills of the employees of Sales Department through Training. This process is at three levels. Before the training the manager has to prepare on the job and thereafter follow up. Training is necessary because the sales department is in direct contact with the customers. The business cannot grow further unless the employees of the sales department are well acquainted with the objectives of organizational business.

Sujaya Banerjee (2012): to survive in the environment of uncertainty it is imperative for organizations to reinvent, adapt, and keep themselves ready for facing the difficult truths of the market. Learning under a strategy which has been chalked out according to future needs of the business has become very significant for HR professionals to see their plates in the coming years.

Siraj Ur Rahman (2004): any lacunae in providing effective training to its employees can result in wastage of precious resources of an organization while keeping the organization far away from reaching its objective.

IV. METHODS USED FOR THIS RESEARCH STUDY

Data Collection:

The data has been collected through Primary and Secondary resources. As primary resources Questionnaire and Observation methods have been adopted and for secondary data journals, magazines, news papers, old record available with the organizations studies and information available on internet.

Sample Size:

Although minimum sample size was kept 100 respondents for final analysis, yet total 200 questionnaires were distributed in order to obtain a good quantum data.

Place of research:

Organizations of manufacturing sector situated in Bhiwadi Industrial Area in Rajasthan State of India.

Data Analysis:

Latest tools have been used for data analysis i.e. Statistical Package for Social Sciences (SPSS) for computation of mean of variables and for tabulation and graphical presentation MS-Excel have been applied.

V. DATA ANALYSIS

The researcher/ scholar has distributed total 200 questionnaire keeping in view the sample size of 100 respondents for analysis regarding this research study. Out of 200 persons 176 could be received back from the respondents remaining 24 questionnaires were returned by the respondents or lost by them, even some of them were asking for another copy of the questionairs, but due to shortage of time the scholar did not do that. The scholar rceived 176 questionnaires which were filled up and returned on time by the respondents. These 200 questionnaires were again scrutinized and out of them 69 questionnaires were found incomplete, so thoses 69 questionnaires had to be rejected and not included in the final analysis process. The researcher/ scholar finally analysed data of 107 questionnaires and prepared his report in following ways:-

1. The Data Analysis Report has been presented in two ways i.e. Table 1 and Chart No. 1 which is showing the percentage of respondents opted their options given about the statement mentioned above the table and below the chart.

2. The second method of the presentation given in the Table No. 2 and Chart No. 2 showing the option wise percentage of respondents, percentage of respondents according to their age groups i.e. 18-30, 31-40, 41-50, 51 and above, according to their experience i.e. 0-5 years, 6-10 years, 11-15 years, 16-20, above 20 years, according to their qualification i.e. Under Graduates, Graduates, Post Graduates.
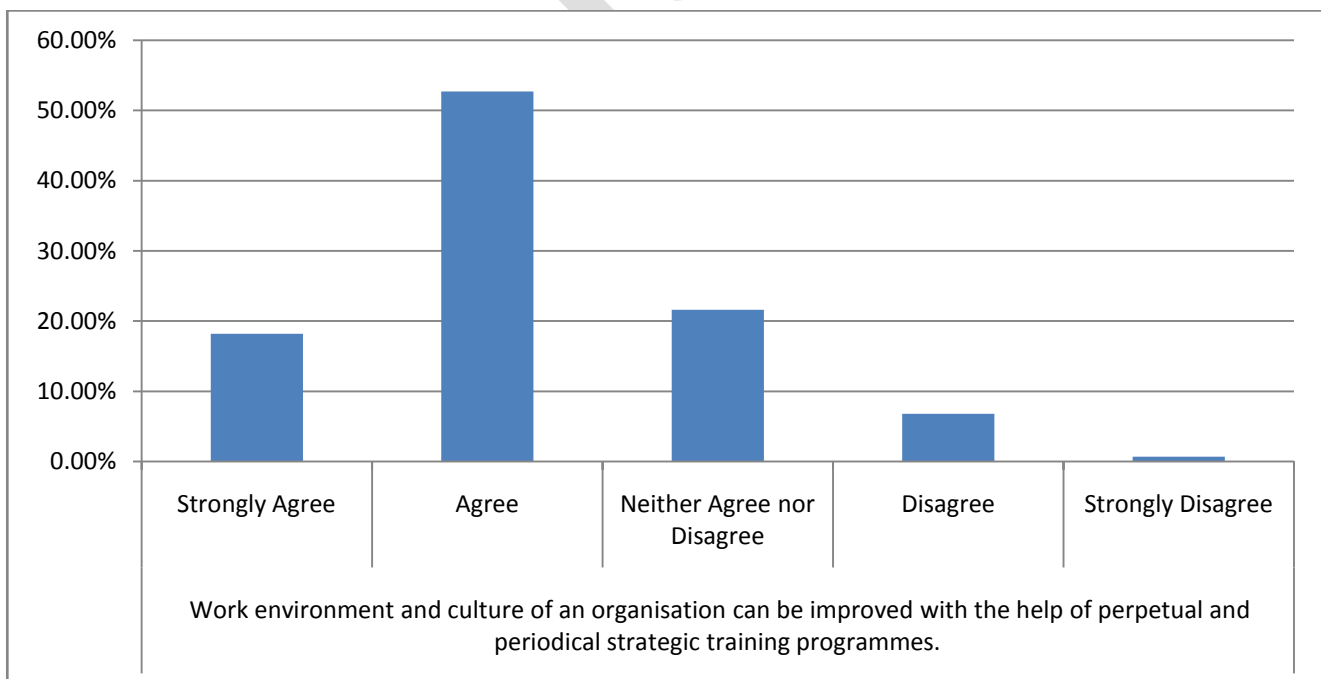
DATA ANALYSIS REPORT

TABLE NO. 1
Work environment and culture of an organization can be improved with the help of perpetual and periodical strategic training programmes.

Strongly Agree	18.2%
Agree	52.7%
Neither Agree nor Disagree	21.6%
Disagree	6.8%
Strongly Disagree	.7%

CHART NO. 1

Work environment and culture of an organisation can be improved with the help of perpetual and periodical strategic training programmes.

As shown in the Table and Chart the 18.2 per cent respondents have opted to be "Strongly Agree", 53 per cent "Agree" and 22 per cent "Neither Agree nor Disagree" 7 per cent "Disagree" and .7 "Strongly Agree" with the given statement

TABLE NO. 2

Case Processing Summary

Work environment and culture of an organization can be improved with the help of perpetual and periodical strategic training programmes

		Marginal Percentage
%AGE OF RESPONSES	Strongly Agree	18.2%
	Agree	52.7%
	Neither Agree nor Disagree	21.6%
	Disagree	6.8%
	Strongly Disagree	.7%
AGE	18-30 years	14.9%
	31-40 years	23.6%
	41-50 years	41.9%
	51 - above years	19.6%
EXPERIENCE	0-5 years	12.8%
	6-10 years	6.1%
	11-15 years	23.0%
	16-20 years	26.4%
	20- above years	30.4%
QUALIFICATION	Under Graduate	12.2%
	Graduate	43.2%
	Post Graduate	44.6%
Valid		100.0%

CHART NO. 2
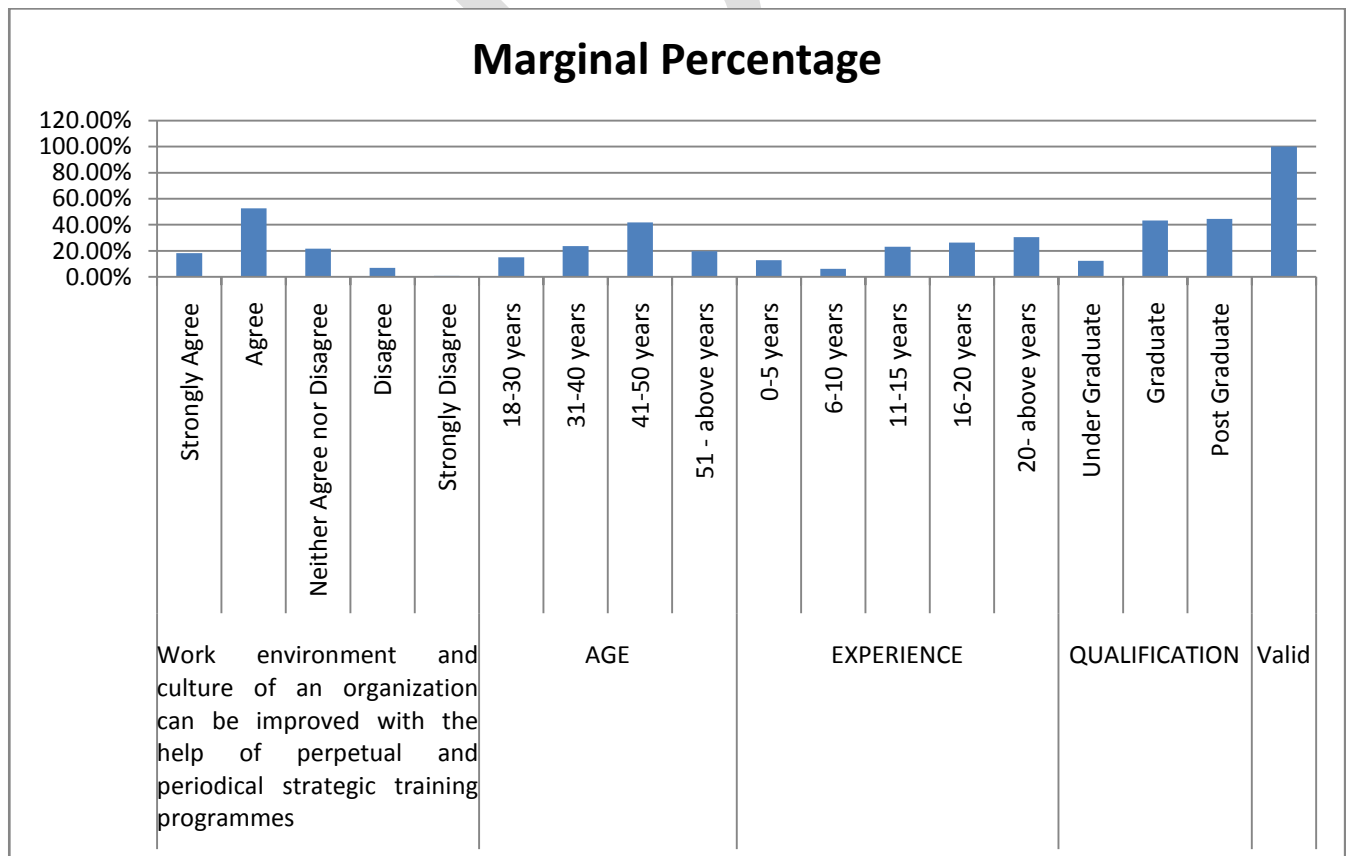
It is a consolidated summary of the data which includes the percentage of options chosen by the respondents and percentage of number of respondents responded in different categories on the basis of their age, experience and qualification. This presentation is showing that maximum respondents have responded in favour of the given statement and there is no impact on the opinions of respondents due to difference of age, experience and education, which proves that the given statement is accepted by a large majority of the people working at all levels irrespective of their age, experience and education.

VI. FINDINGS OF THE STUDY

1. About 18 per cent respondents have responded to be "Strongly Agree" and about 53 per cent "Agree" with the statement that "Work environment and culture of an organization can be improved with the help of perpetual and periodical strategic training programmes which means 18 plus 53 i.e. 17 per cent respondents are of opinion that through Training and development the work environment and culture of an organization can be improved.

2. There are about 22 per cent respondents who have neither agreed nor disagreed with the statement which shows that there is either lack of awareness amongst employees who are not able to understand difference between good and bad or they are careless employees.

3. There is no impact of demographical difference of opinion on the basis of different age groups of the respondent employees as well as no difference of opinion on the basis of employees' qualification and work experience. They all are of the same opinion in this regard that Organizational Culture and work environment can be improved through Training and Development.

VII. CONCLUSION

On the basis of above mentioned finding of data analysis report it is concluded that through Training and Development Programmes for employees the Culture of an Organization as well as Work Environment can be improved in order to enhance employees' work efficiency and performance.

Recommendations & Suggestions

1. Every organization should have a system of employees' training.
2. The Training and Development Programmes should be organized regularly.
3. Employees working at all levels should participate and attend the training programmes.
4. The training and re-training of employees should continue as routine process.
5. Training on behavioural issues should be imparted to improve the organization culture.

Limitations

1. Non cooperation of respondents.
2. Workload and shortage of time with the respondents.
3. Biased responses affect the results.
4. Difficulties in obtaining permission of the authorities of concerned organizations for collection of data.
5. Lack of awareness about research amongst the respondents.

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