



## Strengths of Learning System and need of training: An Analysis

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### Introduction

Learning is something achieved by individuals, but "learning organizations" can configure them to maximize, mobilize, and retain this learning potential

Senge (1990) defines the Learning Organization as the organization "in which you cannot not learn because learning is so insinuated into the fabric of life." Also, he defines Learning Organization as "a group of people continually enhancing their capacity to create what they want to create." In short a Learning Organization can be defined as an "Organization with an ingrained philosophy for anticipating, reacting and responding to change, complexity and uncertainty." The concept of Learning Organization is increasingly relevant given the increasing complexity and uncertainty of the organizational environment. As Senge (1990) remarks: "The rate at which organizations learn may become the only sustainable source of competitive advantage."

A number of studies conducted in recent years revealed that the performance of foreign banks and new private sector banks operating in India. The concept and significance of learning organizations is gaining lot of interest among the researchers and practitioners. The concept is increasingly relevant given the expanding complexity and uncertainty of the organizational environment. Individuals learn and enhance their personal capabilities within organizations, Individuals may come and go, but the organization usually endures.

### Literature Review

Learning Organization is attributed to the work. Chris Argyris, (1977) defined learning as .the process of detecting and correcting error. The idea was later picked up and developed by Peters & Waterman (1982) when they described; the excellent companies are learning organizations. By the mid-1980s, the process of organizational change and re-orientation had become the defining feature of effective organizations, and the researchers had started using the term .Learning Organizations (Garratt, 1987; Hayes, Wheel Wright & Clark, 1988) .Garvin (1993) conceptualized learning organization through five main activities viz. Systematic Problem Solving, Experimentation, Learning from the past, Learning from others and Transferring Knowledge.

Mc Gill and Slocum (1993) adopted a developmental point of view for differentiating between four kinds of organization. Viz. Knowing Organizations,

Understanding organizations, Thinking Organizations and Learning organizations.

In today's era, every organization is faced with competitive experiences, but only a handful of organizations actually benefit from them. Those that do are the learning organizations. An important contribution of DiBella and Nevis (1998) was the creation of Organizational Learning Profile, which provided a picture of an organization's unique learning system. Once a profile of current learning capability was obtained, the next step was to determine what might be a more desirable pattern of capabilities, given the needs of the organization.

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Yeung, Ulrich, Nason and Glinow (1999) focused on organizational learning capability and differentiated between the three concepts viz. learning, change initiatives and culture change. According to them an organizations fundamental learning capability represents it's capability to generate and generalize ideas with impact (change) across multiple organizational boundaries (learning) through specific management initiatives and practices (capability). Dickson (1993) notes that customers are a useful source of learning from external environment .It is therefore crucial to know what their needs are, since they represent a free research and development source and probably the best one.

According to Pascale & Athos (1981) the customers initiate 80% of all product innovations. According to Clemmer (1991), some of the most effective consultants an organization could ever hire are those who are already working for the company.

It is important to encourage participation and experimentation among employees, invest in training, multi-skill and morale building. Kanter (1983) believes that employees themselves generally know what needs to be done to improve operations.

### Objectives

- To identify strengths of Learning system developed and shortcomings to be eliminated by planned guidance and training as reflected by the questionnaire administered
- To suggest a few potential measures as a result of which the can be made more effective.

### Importance of the Study

The Learning Organization has recently developed a groundswell of interest from managers and organization theorists looking for new ways to successfully respond to a world of interdependence and change all the attention paid to Learning Organization in the recent past is testimony to its potentially pivotal role in influencing organizational performance and effectiveness

### Location of The Study

The study was conducted in the Head office in Corporation Bank Ltd, Bangalore with assistance from Credit Division, HRD & Training Division, Recovery Division, Publicity and Public Relations Wing, Marketing Division, C.A.P.S Division and Information Technology Division

### Research Design

### Methodology

The information was collected through means of equal contribution of both primary as well as secondary sources. Primary source mainly being questionnaires coupled with valuable information given by the employees themselves. Secondary sources include magazines, websites as well as textbooks. The sample size was limited to 50 officers from the various divisions of the Bank.

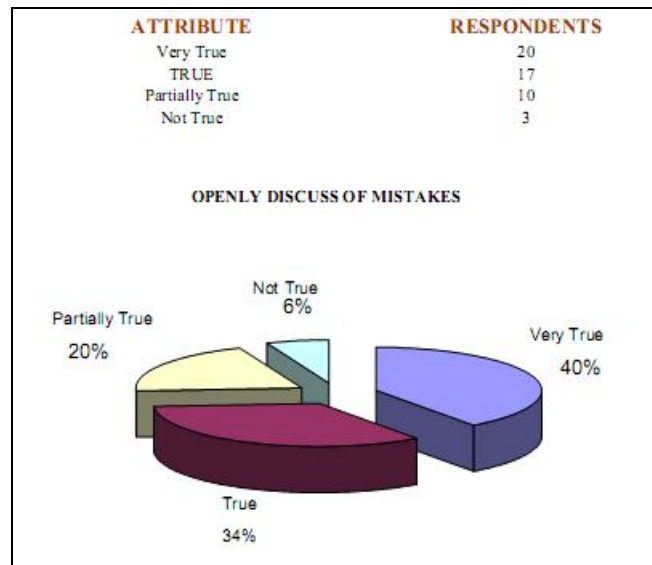
### The Measure

The concept of Learning Organizations has been studied through a questionnaire consisting of 20 questions covering various aspects. A 4-point scale has been used ranging from Very True to not true. It measures the degree of learning that takes place in the organization.

### Limitations

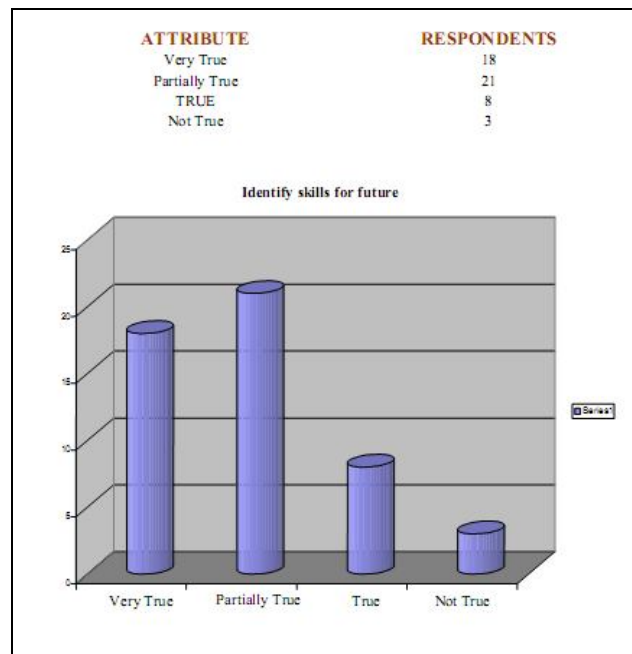
- The study was limited only to 50 employees; hence it does not truly represent a perfect picture of the perception of majority of employees as the same size is small.
- The questionnaire was confined to officers and managers only and did not include employees whose designation was below that of the officers.
- The responses got are based on individual belief and attitude hence it may not be very accurate as it may be affected by personal bias.

### **1. In my organization, people openly discuss mistakes in order to learn from them?**



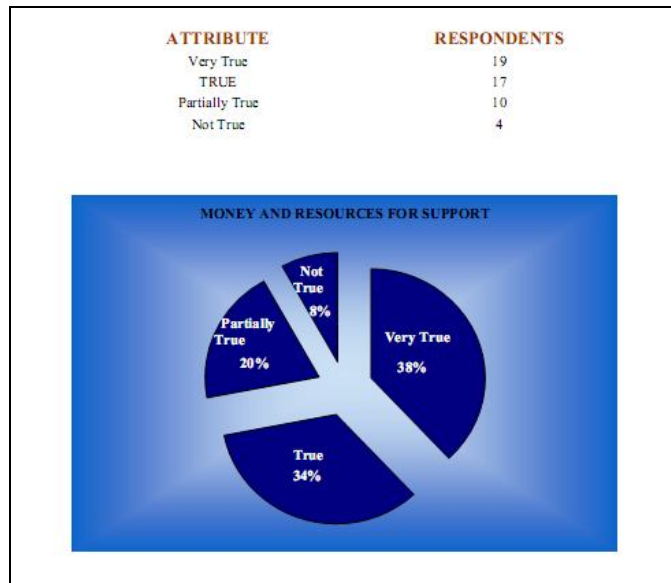
**Inference:** Out of 50 respondents 40% say very true, 34% say true, 20%, partially true, and 6 % say not true.

**2. In my organization, people identify skills they need for future work tasks?**



**Inference:** Respondents say it is Partially True in identifying skills for future.

**2. In my organization, people can get money and other resources to support their learning?**



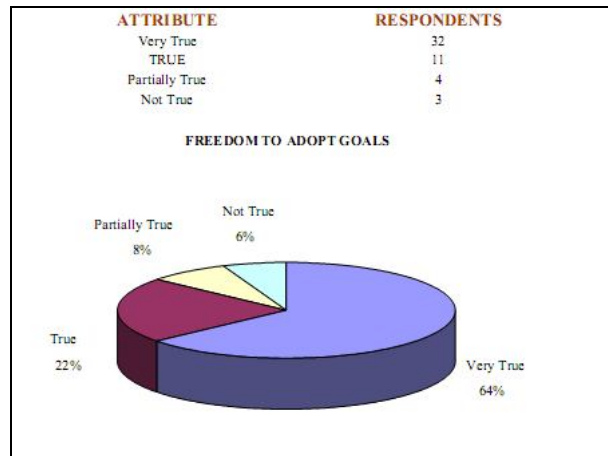
**Inference:** 38% of the respondents feel Very True that they can get money and other resources to support their learning.

**4. In my organization, people listen to others views before speaking?**



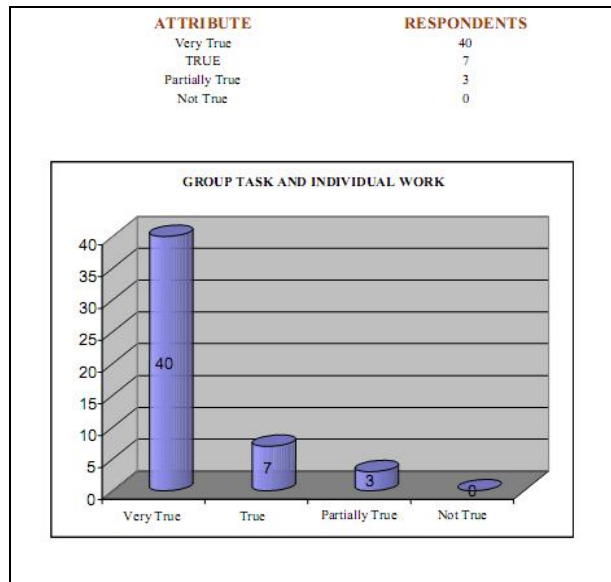
**Inference:** 30 respondents say it is Very True when it matters in terms of listening to other people's views before speaking. X

**5. In my organization, teams/groups have the freedom to adopt their goals as needed?**



**Inference:** 64% of the respondents say it is Very True to have freedom to adopt their goals as needed.

**6. In my organization, teams/groups focus both on the group's task and on how well the group is working?**



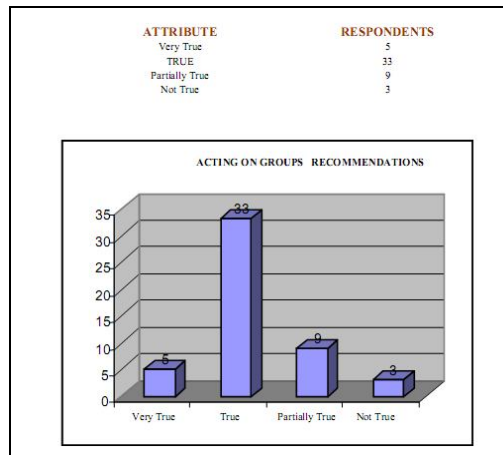
**Inference:** The above clearly indicates that 40 respondents have given a very higher rating stating that groups focus both on the group's task and on how well the group is work.

**7. In my organization, teams/groups are rewarded for their achievements as a team/group?**



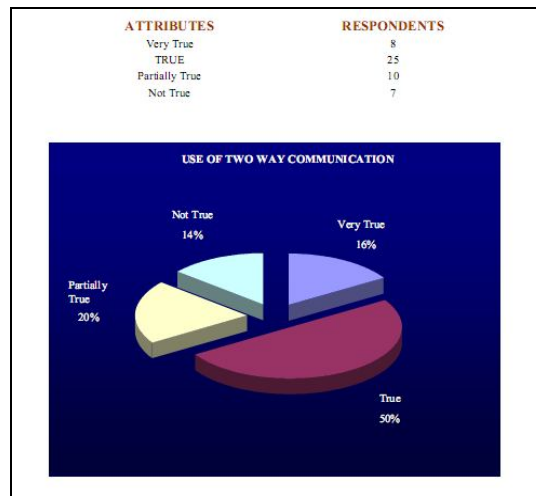
**Inference:** As far as rewarding for their achievements as a team/group most of the people believe it is Very True.

**8. In my organization, teams/groups are confident that the organization will act on their recommendations?**



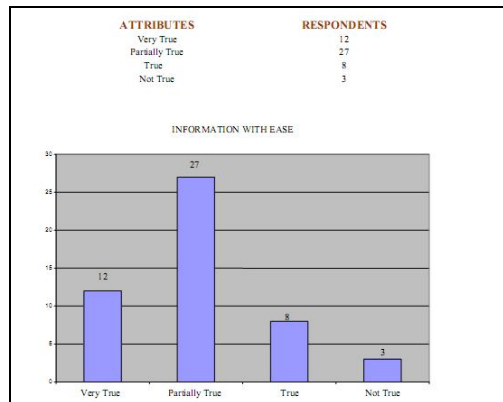
**Inference:** Most respondents say it is True when it matters that the organization

**9. My organization uses two-way communication on a regular basis, such as suggestion system, electronic bulletin boards, or town hall/open meetings?**



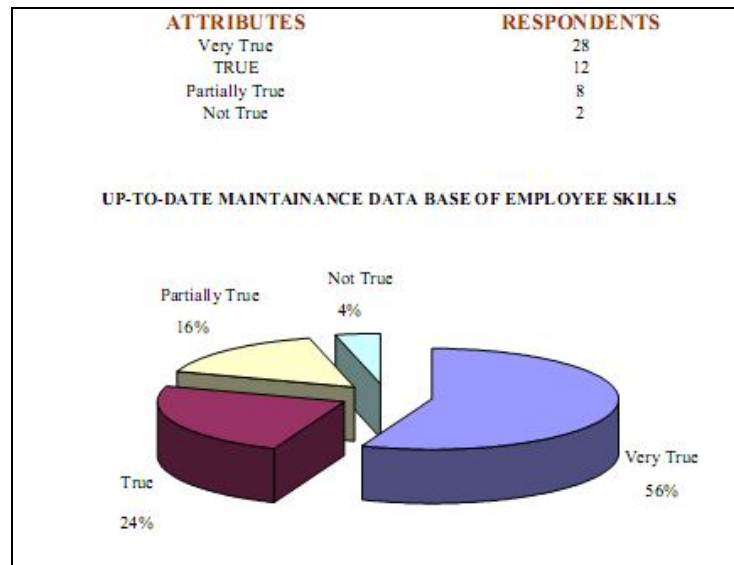
**Inference:** 25 out of 50 respondents say that it is true when it comes to the use of two way communication by their organization.

**10. My organization enables people to get needed information at any time quickly and easily?**

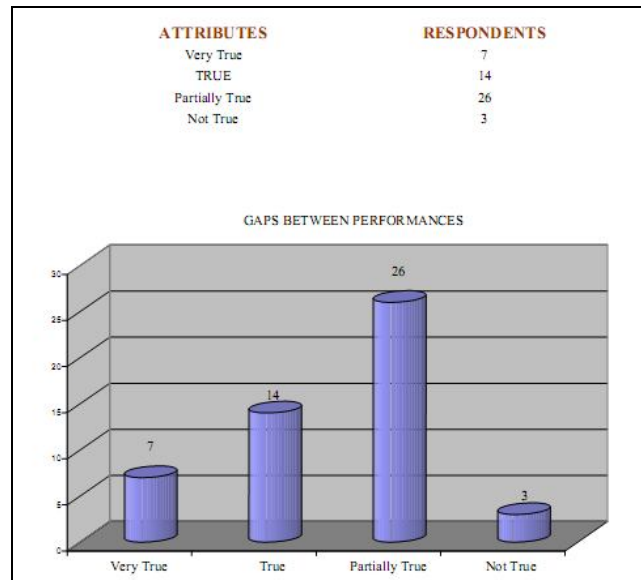


**Inference:** Most respondents say it is partially true that they get information at any time quickly and easily.

**11. My organization maintains up to date database of employee skills?**



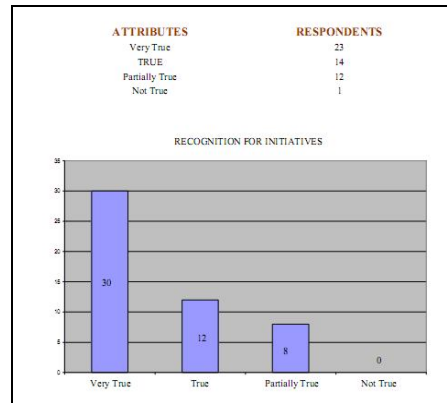
**Inference:** When it comes to maintenance of up to date database of employees skills,  
**12. My organization creates systems to measure gaps between current and expected performance?**



**Inference:** 26 of the 50 respondents say it is Partially True when it is concerned to measuring of gaps between current and expected performance.

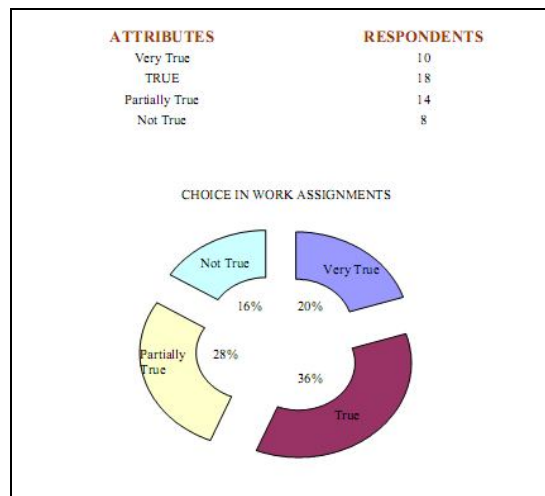
**13. My organization recognizes people for taking initiative?**





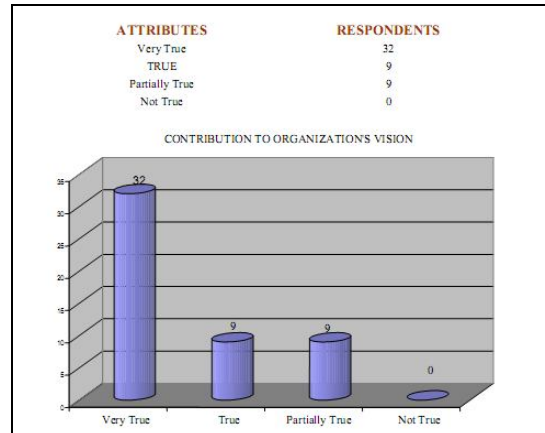
**Inference:** In the arena of recognition for initiatives are concerned 30 respondents, say it is.

**14. My organization gives people choice in their work assignments?**



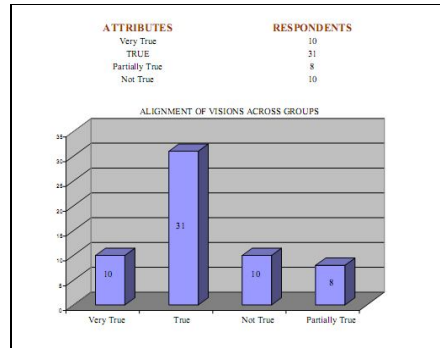
**Inference:** A whopping 36% of the respondents agree that its True, followed by

**15. My organization invites people to contribute to the organizations vision?**



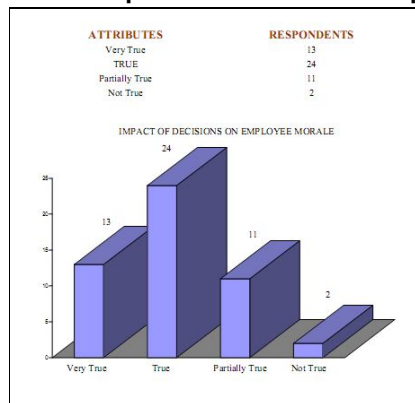
**Inference:** 32 of the respondents agree that it's Very True in terms of their contribution to organizations vision.

**16. My organization builds alignment of visions across different levels and work groups?**



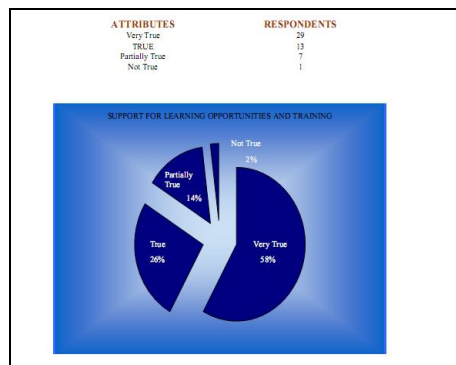
**Inference:** 31 of the respondents feel it's true when it comes to the building of alignment of visions across different levels and work groups.

**17. My organization considers the impact of decisions on employee morale?**



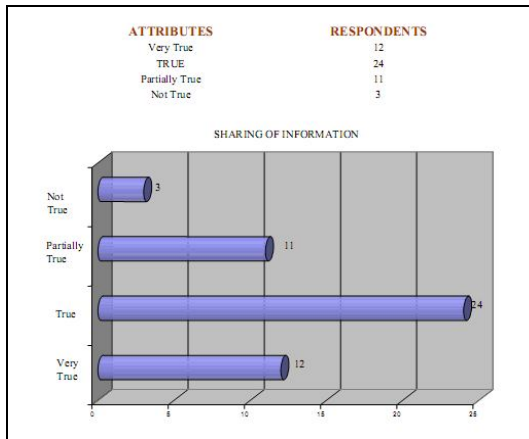
**Inference:** when it comes to considering the impact of decisions on employee morale 24 of respondents say it's True.

**18. In my organization, leaders generally support requests for learning opportunities and training?**



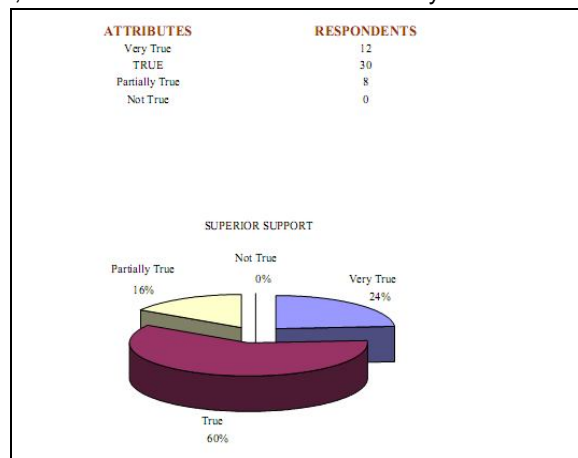
**Inference:** when it comes to the support by leaders to the requests for learning

**19. In my organization, leaders share up to date information with employees about competitors, industry trends and organizational directions?**



**Inference:** 24 of the respondents say its True when it matters in the sharing of information by the leaders.

20. In my organization, leaders mentor and coach those they lead?



**Inference:** 60% of the respondents say it's true when they require support from their superiors.

### Findings

Following are the some findings got from the survey,

- Continuous interaction between employees will help the learning process.
- In the organization, 50% of people very truly agree that they openly discuss mistakes in order to learn.
- In the organization, 42% of people agreed that they identify skills they need for future work.
- In the organization, 32% of people very truly agree that they a can get money and other resources to support their learning.
- In the organization, 60% of people very truly agreed that they listen to others views before speaking.
- In the organization, 66% of respondents are agreed that teams/groups are confident that the organization will act on their recommendations.
- In the organization 50% of people truly agree that they use two-way communication on a regular basis.
- Most of the people partially agree that they can get whatever needed information easily and quickly.



- In the organization most of the people agree that company has strong policy in order to measure the actual performance and company has strong measures to develop the performance.
- The leaders are supportive in nature, in order to develop the employee skills and abilities.

### Conclusion

The study made in Corporation Bank on the topic .Learning Organizations has brought into light the importance Corporation Bank attaches to the concept of continuous learning.

Learning plays a key role in terms of re-orienting structures, systems and procedures, developing and involving people and absorbing the latest technology to face challenges from competitors and emerge as a winner.

Corporation Bank has grown and incorporated changes over the years which have helped in its transformation from a local bank to one with a national presence. It is no doubt involved in the process of continuous learning and as a result of which has developed New Technological products to take the advantage of latest technology to meet the challenge of competition and customer expectations.

In other words, a learning organization requires the creation of a knowledge infrastructure that can serve as both a repository of knowledge and a facilitator for the creation of knowledge in a form that is in a form that is usable and suited to individual needs and allows the distribution of that knowledge to members of the organization when it is needed and when they are ready to accept and put that information to work, and Corporation Bank is putting the above theory into practice.

Corporation Bank enjoys a place of pride among the public sector banks in the nation on the strength of its sound fundamentals, uninterrupted record of profitability, technological advancement and all-round excellence with a strong customer focus. Today, when the Bank has stepped into its centenary year, it holds its head high, proud of its achievements and ethical and value based corporate governance.

To sum up, Corporation Bank Ltd shows all the characteristics of a Learning Organization with its constant drive towards continuous learning.

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