

The Impact of organizational culture and Training on Leadership Development

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Abstract- Purpose: The purpose of this research paper is the impact of organizational culture and training on leadership development and makes the detailed study of organizational culture and training in the context of leadership development.

Design/methodology/approach: A mixed methods approach (e.g. both qualitative as well as quantitative) was utilized in order to carry out this study. The questionnaire consisted of 26 statements which make reference to the main functions of organizational leadership development, such as, Training and Organization Culture. The gap analysis method was used for the questionnaire items. Finally, complimentary to the questionnaires, it was decided to have on-site visitations with "real people" on the ground.

Findings: The study shows that leadership training programs and organizational culture are tools which are used for Leadership development.

Practical implication: This practical evidence provides guidelines for Human Resource researchers and managers for providing training and organizational culture which effect on leadership development

Limitation of research: The major limitation of this research is cost, time and research culture.

Originality/value: Leadership training programs and organizational culture need to be supplemented with Leadership development activities and a more systematic follow-up process after completion.

Key Words- Leadership development; Training; Organization Culture

Paper Type- Research Paper

1. INTRODUCTION

The purpose of this research paper is to evaluate the impact of organizational culture and training on leadership development and makes the detailed study of organizational culture and training in the context of leadership development. This paper explores the recent issue about the leadership development.

What impact has these drivers of organizational culture and training on leadership development? Organizational Culture is mainly a structure of united values which employees of the organization have, that explain how employees act in the organization, when in the situation with decision authorities. The training is a process of developing new skills which they need to perform their jobs.

Leadership is about persuading the people that s' why they come to share mutual aims, attitudes and values, and effectively doing work to achieve the vision of organization.

There are different objectives to complete our research that are following:

To determine the impact of training on the leadership development?

To determine the impact of organizational culture (innovative and supportive) on the leadership development. Or not?

This rest of the paper is organized as follows in next section, the relevant literature is discussed and set of hypothesis is derived. After description and justification of the research design, data collected in a field study are analyzed, and the findings discussed in light of the research objectives. The paper concludes with a discussion of managerial implications and future research directions.

From the year of 2000 organizations were spend heavily investment on leadership development and develop the capabilities of individual leaders (Lockwood 2006). There are many issues face by corporations related to market so leader's competences focused on situational behavior and traits because now market is become virtual and versatile (Cohen and Prusak, 2001).

Organizational culture has significant impact on business strategy and achievement of its objectives and goal. If organizational culture is sophisticated then it improves the organization abilities and execution of strategies.

2. LITERATURE REVIEW

2.1 Organization Culture

Organizational Culture is mainly a structure of united values which employees of the organization have, that explain how employees act in the organization, when in the situation with decision authorities.

According to Robbins (1989) number of function perform the organizational culture like

1. "It facilitates the defining boundary position from organization to another.
2. It communicates a self sense.
3. It provides the commitment of creation to little bit own self-interest.
4. It increases the shared consistency method.
5. It provides and control instrument which shapes and support the behavior and attitudes of workers.

If want to change in the organization then have to bring the change in the organizational culture. Organizations face resistance because of environmental pressure and uncertainty. Leader is the major mover of change who changes the current stable culture into productive one. Three commonly accepted aspects of organizational culture, namely:

2.2 Bureaucratic; Innovative; and Supportive

A **bureaucratic culture** is compartmentalized and hierarchical. There are understandable positions of authority and responsibility. Work is prepared and organized; this culture is frequently based on power and control. Like organizations are cautious, consistent, frequently power-oriented, mature, recognized, regulated, solid, structured, ordered, hierarchical and procedural.

An **innovative culture** is a results-oriented, creative, and work challenging context. It is considered as ambitious, entrepreneur, , inspiring, and risk-taking.

A **supportive culture** refers people-oriented and teamwork, enhances, work, trusting context. Supportive cultures are considered like harmonious, open, safe, trusting, fair, friendly, people-oriented, collaborative, humanistic, to complete family.

Wallach characterized each aspect with adjectives that reveal unique attitudes, behave, and morals. Bureaucracy is seen as hierarchically planned, arranged, and highly regulated. Innovativeness viewed as inspired, creative, taking of risk, and outcomes-oriented. Supportiveness is categorized through collaborative and trusting behaviors. The study on culture and leadership has been conducted.

Ogbonna and Harris (2000), found two measures of leadership which are related to innovative culture. Organizational cultures are more than empty promises and slogans. And to achieve business goals and objectives organization's culture has an important effect on ability to execute the strategy. The culture of Organization encourage the effective solutions for understanding the difficulties, that learn by members, set the principles, behavior, expectations, and norms patterns, which enhance achievement of high level. Culture of organization might be looked at as a system based on the company's value and norms, and organizational behaviors such as its

technologies, strategies, products, services and appearance. The thought of an organizational culture is mainly significant when manage global change of organization. In spite the best plans, change of organization should contain not changing processes and structures, other than also change the organizational culture as well. Each people come from different environment and styles of life in a culture, everyone understands the culture of organization in the similar view so, and this view is the united suggestion culture of organization. It has seven features of an organizational culture, detail attention, risk taking and innovation, orientation of outcome, stability, orientation of people, aggressiveness, and orientation of team .Culture can also show the tradition, language, stories, and rituals of organization. Organizational culture is primary part in the attainment of an organization's strategies and purpose and the development of organization success, and the change of management.

An organizational culture could work for organization to recover performance or it against via create hurdles which stop the achievement of goals. Our culture is the stage in that we act out our lives. Culture of Organization explains the game of rules. Culture, contain the assumptions of set norms, beliefs, artifacts and symbols in the organization, that communicate the employees meaning about what is shape and accepted that individual and team work attitude .To attain inventive capabilities. The inner context and functioning goals would be constant with the invention strategy. The invention strategy would be response to outer assignment stakeholders and context. Culture of organization is a structure which is thought in the minds of the employees.

This structure consist main beliefs and assumptions that are trained to new employees as the method to: observe, sense, imagine, act, and look ahead to perform. Successful organizations authorize and connect their people, develop their teams around organization, and build capability of human at all levels.

H1: The impact of training has significant impact on the leadership development.

3. TRAINING

3.1 Objectives and methods of Outdoor experiential training

It is a leadership and team development technique. That is based, in an outdoor setting which involves a variety of mental exercises and/or physical for individuals and groups of participants. Facilitators guide the participants by the activities, persuade them to show the learning experiences, and help them convey the skills and knowledge learned to a work environment. Instead of technical and teaching job skills, it focuses on increasing the self-understanding, dynamic behavior; develop teams, and enhancing interpersonal skills. Outdoor experiential training usually assigns work that is only concerned to the work that the trainees do on their jobs. The unique characteristics of experiential training is that participants

take “hands on” familiarities apply the team development and leadership skills and concepts which they learn.

3.2 The Process of Learning

Experiential learning has many advantages. Experiential learning is a repeated process that includes four steps:

1. The trainer has a concrete experience;
2. The experience is observed and reflected upon
3. The experience is, conceptualized, abstracted and general
4. The generalization is verified in latest occasion which go ahead to innovative concrete experience.

Because parts of this experiential learning procedure model are polar opposites. The training activity can appeal to the learning objectives. The learning objectives for OET programs differ significantly. However, increasing leadership skills, developing teams, enhancing skills of problem-solving, building trust, and encouraging communication of interpersonal are the OET generally main objectives. The skills of leadership could be increase via challenges that require determination and risk taking. Skills of problem solving may be improved through the diversity and innovation of the challenges providing to trainees.

Building of team might be enhanced through difficulties which induce members of team to trust upon everyone for being victorious. Trust might be enhanced through actions that demonstrate the hurdles to believe or induce trainees to manage it. Communication of Interpersonal might be increased via actions which show the complications and worth of valuable listening. Whereas leader development, trust, team building, problem solving, and interpersonal communication might be the most common objectives.

3.3 Individual-focused objectives of OET are

Enhancing self-worth and increased risk is enhancing self-capabilities. Improving an inner control of locus, developing time management. Building personality of one's awareness and styles of problem-solving or increasing innovation

Enhancing awareness of personal weaknesses and strengths. The impact of programs of training regarding the individual's personal development of leaders:

The effect of training programs concerning the participants personal development as leaders How the training programs of leadership go with needs and type of organization.

After the completion of the training we will check that how participants understand and define academic leadership. The most thoughtful impact of leadership training program (LTP) is that the trainees have recognized strong characteristics.

3.4 Massie (1987) outlines five elements of leadership

1. Issuing orders that are clear, complete, and are accomplishable by the subordinates.

2. Continual training activity in which subordinates are given instructions to enable them to carry out the particular assignment in the existing situation.
3. Motivation of workers to try to meet the expectation of the manager.
4. Maintaining discipline and rewarding those who perform properly.
5. Getting others to act after all preparations have been completed (pp. 98-9).

3.5 Assessing OET outcomes

According to Kirkpatrick (1976), four levels of training outcomes:

1. **Reactions:** trainees' perceptions of the value and the quality of the training;
2. **Learning:** whether trainees have, in fact, learned the knowledge, skills or attitudes that they were supposed to.
3. **Behaviors:** whether the acquired knowledge, skills or attitudes affect behavior on the job
4. **Results:** the impact of the training on business results such as productivity, quality, time, or customer satisfaction.

H1: The impact of organizational culture (innovative and supportive) has significant relationship with the leadership development.

4. LEADERSHIP

Leadership is about persuading the people that s' why they come to share mutual aims, attitudes and values, and effectively doing work to achieve the vision of organization.

A strong leader can bring a success of a weak plan of business; contrary to it poor leader can collapse even the good plan. By using a consistent talent management program develop the effective leadership.

In finding and developing leader's organizations face two major challenges:

. The need for qualified candidates to fill present and future roles of leadership, cultivate and develop the leaders of tomorrow so improve a comprehensive program of leadership .

4.1 Major drivers of leadership development are to

- “Develop internal pools of candidate” (44 percent);
- “Decrease gap of skills” (42 percent);
- “Quickly grow the leaders” (35 percent).

4.2 Elements of leadership development

- Recruitment.
- Assessments, both externally and internally evaluate the leadership capabilities.
- Performance management.
- Succession planning, to minimize leadership gaps fore future.

- Career planning, to empower the employees to recognize their leadership options or established goals of development.
- Development, to build a roadmap to cover gaps of skills.

A successful leadership development program aligned with company strategy and style of leadership required to execute the strategy.

Steps in leadership development program:

1. Define the good style of leadership for the Organization.

By using this approach Identify style of leadership for an organization which consist on the nature of work, the difficulty of the organization, and follower's qualifications.

2. Classify present and prospects leaders in the organization.

They can be develop both and externally and internally. The cost and timing of developing internal leadership organizations weight against the cost or accessibility of appointment from the external.

Through Performance Management Identifying Internal Leaders:

Based on capabilities competencies of leadership, are evaluated during review process. During the process of performance appraisal, managers can evaluate aims and establish plans, and 360-degree feedback.

3. Find Gaps of leadership:

To recognize gaps, Organizations should;

- Determine present and potential requirements of leadership.
- Match these requirements with the present leadership.
- determine present leaders who are at threat of leaving.
- Define succession plans for those who are planning to leave or risk of leaving.
- Identify the gaps for time and skills needed to fill those gaps.

4. Develop Succession Plans for serious roles:

Succession plan for critical roles not limited to roles of executive. Companies should asses critical leadership roles in the whole the organization.

5. For Potential Leaders Define Planning Goals of Career:

Career planning considers the duty of individuals. Organizations which provide career planning for the employees attain retention, and involvement.

6. Create a Roadmap of Skills for Future Leaders.

After the high-potential individuals have been classified a roadmap should be developed for the future leaders.

7. Define Retention Programs for present or prospects Leaders:

Intrinsic and extrinsic rewards could use to enhance the retention of employees, high performers and future leaders needs to be paid high attention. Leadership retention is very important for all the organizations, for two major reasons:

- Expensive turnover is.
- Optimum business performance drive by top performers.

5. STATEMENT OF THE PROBLEM

What's the impact of organizational culture and training on leadership development?

Either the impact of organizational culture (innovative and supportive) or training have significant or insignificant relationships on the leadership development?

6. METHODOLOGY

6.1 Operationalize study framework

Independent variables: Organizational Culture and Training.

Dependent variable: Leadership Development.

There is a relationship between independent variable (organizational culture and training) and dependent variable (leadership development) variable is illustrated in a schematic diagram as follows:

Schematic diagram



Hypothesis

H0: The impact of training has significant relationship with the leadership development.

H1: The impact of training has insignificant relationship with the leadership development.

H0: The impact of organizational culture (innovative and supportive) has significant impact on the leadership development.

H2: The impact of organizational culture (innovative and supportive) has insignificant impact on the leadership development.

7. DATA ANALYSIS

The quantitative tools is applied to evaluate the data is Pearson's correlation and regression's analysis by using SPSS. Descriptive analysis has been performed to present and described impression of respondents, how they

respond the questions. Correlation co-efficient describe the strength of the relationship between the variables. This research has established a linear relationship between leadership development, organizational culture and training. Regression analysis used to assess the cause and effect relationship between leadership development, organizational culture and training.

7.1 Correlation Analysis

The suitable quantitative tools is applied to evaluate the data is Pearson's correlation by using SPSS. Pearson's correlation is a reasonable and familiar means of assessing linear association pearson'coefficient calculate the level of affiliation between different consider variables. Correlation coefficient describe the strength of relationship between the variables .This research has established a linear relationship between leadership development, organizational culture and training. The relationship and association has been explained at 95% confidence level. There is a strong relationship exist between the variables at 0.05 or 95% level of the confidence. Organizational culture and training effect on leadership development at 95% confidence level which explained strong association between organizational culture, training and leadership development.

Correlations(Table A)

		Organization culture	training	Leadership development
Organization culture	Pearson Correlation	1	.784**	.726**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Training	Pearson Correlation	.784**	1	.786**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Leadership development	Pearson Correlation	.726**	.786**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

7.2 Regression Analysis

Regression analysis explains the variance and causal relationship between independent and dependent variables."B" lists the regression coefficient (table B) for the independent variable i.e. organization culture and training in facilities at P<0. 05 level of significance. These represent the slop and Y-interpret for the regression line .781 while other coefficient represents the slop and Y-interpret .229 .419 respectively

Coefficients(Table B)

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.781	.074		10.571	.000
	organization culture	.229	.055	.285	4.182	.000
	Training	.419	.051	.563	8.270	.000

a. Dependent Variable: Leadership development

The regression analysis clearly depicted and explained that organizational culture and training significantly and positively contribute in leadership development. This study has used the regression analysis in order to ascertaining the influencing important variable that influence on dependent variable (leadership development).The regression analysis of the model as dependent variable i.e. leadership development .

Summary of table C(Model)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.649	.646	.30308

a. Predictors: (Constant), training, organization culture

The value of $R^2 = 64.6\%$ and adjusted R^2 is almost 64.6%.It shows that independent variables bring ample variation in leadership development i.e. dependent variable and 35.4% disparity (difference) is possible due to other factors/variables. The greater the R value shows the stronger and good relationships.

Table D ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.472	2	16.736	182.197	.000 ^a
	Residual	18.096	197	.092		
	Total	51.568	199			

a. Predictors: (Constant), training, organization culture

b. Dependent Variable: Leadership development

Analysis of variance table present the F value and F value describe overall goodness and significant of the model and variable (independent) predict the deviation in the dependent variable. i.e. leadership development.

8. LIMITATIONS

The major limitation of this research is cost, time and research culture. This research cannot be conducted on a broader level due to the shortage of funds. The time is other constraint. The research culture does not exist in our Pakistani organizations especially in banking sectors,

employees are not willingness to participate and disclose information during the survey.

9. DISCUSSION AND CONCLUSION

This research gives contribution towards the solution of problems that are related to organizational culture and training on leadership development. Leadership development is affected by organizational culture and training. The survey conducted in banking sector in Bahawalnagar and Christian. Therefore statistical tools employed correlation and regression analysis and model summary shows the significant relationship between organizational culture, training and leadership development. All hypotheses proved and claimed about significant association and relationship between organizational culture, training and leadership development. Therefore top management must provide on the job and off the job training for the sake of leadership development. Supportive and innovative culture will increase the leadership development.

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