Training Management as a Regulator of Strengthening Human Capital

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Abstract. The article deals with the problem of the need to develop corporate culture as a socio-economic resource for strengthening personnel training programs. The thesis is put forward that corporate culture should act as a basic tool of the program-targeted approach to training system and be a corruption-free indicator of human capital growth in large organizations. This approach was tested on the basis of large trade organizations of the Belgorod city, and showed that the training system should be formed and developed on the elements of corporate culture and be part of the overall system of strengthening human capital. The authors concluded that the corporate culture of large trade organizations is a mechanism of complementary forms of social interaction, which is based on ideology (norms and traditions of training), effective management style (culture of personality), “lean thinking” and “lean management”, clear structure of values (learning values), motivation and competence models. Corporate culture should also act as a basic tool of the project approach to training and professional development of personnel. The authors have developed specific measures to improve the training system of trade organizations on the basis of strengthening corporate culture.

1. Introduction

In the conditions of changing technology and information markets, competition, large trade organizations are forced to constantly review and optimize their processes to optimize training costs and increase the efficiency of human capital. But many people make a strategic mistake: they try to carry out organizational changes, apply new innovative training digital technologies, without developing, first, strategic action plans for human resources management, and secondly, without preparing a comprehensive plan to overcome the resistance of personnel to organizational changes. It is necessary the transition to a qualitatively new principles of strengthening human capital and personnel-technologies of personnel training [1,2], first of all in the area of staff training mechanisms for managing organizational behavior in the conditions of strengthening of elements of corporate culture, where the main aim is to increase the involvement and commitment of the organization, the formation of management teams as an indicator of the effectiveness of group activities, development of managerial aspects of leadership and effective delegation of authority, open communication and exchange of experience. Corporate culture is directly related to the performance of the organization, which, in one case, leads to socio-economic efficiency, in another case leads to survival, in the third case leads to failure and bankruptcy. Research and monitoring of corporate culture should be systematically carried out along with other business processes of the organization: personnel training, marketing, business career, etc. In our opinion, the main elements of the structure of corporate culture are: intra-organizational communications and various levels of organizational behavior, philosophy and policy of the organization, values and norms of behavior, customs and traditions, management of teams and groups (individual and group interests are very important), management style, working conditions (respect for staff, environmental protection). The basis of Lean-culture should be elements that can
develop and transform to achieve common goals, in the same direction as lean management technologies [3,4]. First of all, it is the element “culture of personality” and the element “culture of behavior and communications”, then, we rank-the element “team building”, “organizational training”, “commitment”, “leadership”, “lean thinking”, leadership style, “personal effectiveness of the head”, “motivational profiles of personnel”, “non-destructive systems of remuneration” [5], “self-motivation” (figure 1). Thus, the essence of the corporate culture of lean production is that all elements of the structure of the culture of the enterprise correlate with the principles of lean production, and develop in one system to achieve common “lean” goals. That is, elements of Lean-culture should be systematically transformed in accordance with the principles and objectives of “lean management”.

| Building a corporate culture |
|-----------------------------|
| on the basis of strengthening human capital* |

| The principles of lean manufacturing |
|-----------------------------------|
| Strategic focus. Organization of value creation for the consumer. |
| Continuous improvement. Loss reduction. Visualization and transparency. |
| Priority security. Building a corporate culture based on respect for the person. Built-in quality. |
| Making decisions based on facts. Standards compliance. |

| Sustainable Lin-process development | Elements of corporate culture as a socio-economic resource for strengthening human capital | Sustainable Lin-development of people |
|------------------------------------|-------------------------------------------------|------------------------------------|
| Visual management. Right on time. Standardized work. The organization of the workplace. Assault-breakthrough. Lin-office. Efficient logistics. Building quality in the process. Certification on the basis of TPM. SMED. Six Sigma. Statistical technology. Lin-accounting and calculation of efficiency. | - organizational behavior, - culture of behavior (cohesion, climate, development, self-learning, innovation), - ideology (mission, philosophy, values, norms, traditions, strategy), - culture of activity (planning, organization, motivation, evaluation, control), - customs and traditions, - culture of communication, - management of teams and groups, - leadership style, - personal culture (commitment, learning, development and growth, external culture). | Training system. Lin-leadership. Methods of teamwork. Leadership standardization Visualization. Culture of meetings. Motivation/incentive system. Production instruction. Problem solving system PDCA |

**HR-goal of lean production**

Strengthening human capital. Staff involvement. Leadership of the management. Teamwork. A rational proposal. The right personnel policy. Managing change in consciousness and responsibility. Just in time as competence. Ability to see losses. Training of specialists. Continuous improvement HOT. Production pedagogy. Initiative.

Note: * compiled by the authors

Figure 1. Basic Characteristics of the Structural and Functional Approach to the Essence of Corporate Lean-Culture.

The interrelation of the main elements of the personnel training management system and the elements of corporate culture, which should be taken into account in the development of corporate culture and in the development of training programs, is revealed. If, in the analysis of corporate culture, in the risk zone fall, for example, the elements of “socialization”, “culture of personality”, therefore, the organization should be promptly made “focus” in training on “primary training at the stage of adaptation”, «development of loyalty programs”. If there are problems in the “ideological” and “value” subsystems of corporate culture, then training programs are needed to strengthen team building, leadership, etc. Thus, the organization will be able to systematically, from the position of the program-target approach, to build a training system, while strengthening the necessary elements of corporate culture for its staff.
Table 1. Objectives of Problem Areas of the Personnel Training Management System Based on Strengthening the Corporate Culture of the Trade Network “Stalos” Belgorod.

| Problem* | Goal ↔ Event* |
|----------|---------------|
| Corporate culture is built on the principles of: Control exclusively within the framework of performance discipline; Responsibility for a narrow area of work; Initiative from above on performance; - Lack of initiative, resistance. | 1.1. To develop a “Map of corporate culture”, based on the ranking of elements that require strengthening in the management system of personnel training. 1.2 To develop a “Check-list of teaching staff on the basis of the strengthening of the cultural elements of lean production”. |
| Inefficient management of elements of corporate culture in the subsystem “culture of activity” and “ideology of corporate culture” | To develop a “Mechanism of personnel training management based on strengthening elements of corporate culture”, which will include: 1) elements of corporate culture, which the staff has identified as “future leading values for their organization”; 2) a subsystem of lean personnel training management based on the introduction of corporate Lean-culture and strengthening managerial competencies of managers at the heart of Lean-changes. |
| Training programs are not developed in accordance with the main characteristics and indicators of personnel development, the identified type and orientation of corporate culture | To develop a comprehensive “Program for improving staff training on the basis of strengthening the elements of corporate culture” |
| Inadequate methods of identifying training needs | 1. Development of tools to identify the need for staff training. 2. Provide feedback to staff, in order to adjust the curriculum and training programs. |
| There are no mechanisms of system control of knowledge of workers. Insufficient elaboration of the process of evaluating the effectiveness of training. | 1. To develop an algorithm for evaluating the effectiveness of training. 2. To develop tools for evaluating the effectiveness of the learning process. |
| There are no technologies for motivating Department heads to train their subordinates | To develop a mechanism of motivation of Department heads to the practice of initiation and stimulation of personnel to training, professional development. |
| Insufficient resources and technologies to increase motivation (self-inclusion) of personnel in the system of training, professional development | 1. To develop a training Schedule for all categories of employees in a three-level training system, which has: specialized level, corporate level and individual level of training. 2. To apply Digital-methodology of social-psychological and professional diagnostics of personnel with the use of corporate data transmission network. |
| Insufficiently effective methods of personnel training at the stage of adaptation | To develop a “Program of primary training of employees in the framework of adaptation measures”. To develop a Check-list “Adaptation”. |
| Low level of corporate training. There is no Corporate training program. | 1. To develop a “Corporate training Program”. 2. To change the focus of corporate training from “manager-training-employee” to “own initiative-training-result”. |
| Lack of an effective system of staff rotation and staff mobility. | 1. Development and implementation of motivational-target system of personnel rotation. 2. To develop a “Program of development of skills of delegation for managers”. |
| Inconsistency of managers’ readiness to use lean manufacturing tools (technologies) with a low level of perception of innovations by staff. | 1. To provide training for store managers and directors in the basics of implementing lean manufacturing technology-personnel. 2. Development of a “portfolio” of methods for assessing staff competencies for inclusion in the project teams of implementing lean technologies. 3. To develop a “Checklist 5 C”. |

Note: * compiled by the authors
2. Problem Statement

We present the results of an empirical study of personnel training and elements of corporate culture in the system of strengthening the human capital of trade organizations. The basic strategy of management training in the researched trade organizations must become target-oriented approach [6,7,8], which involves the development of: 1) programs for improving the system of staff training through strengthening elements of the corporate culture shared by the employees of trade organizations; 2) the mechanism of building a system of “lean” management of personnel training based on the application of corporate Lean-culture and strengthening of managerial competencies of managers in the basis of Lean-changes (table 1).

The basis of the strategy of personnel training management, in the studied trade organizations, should be a lean approach, which involves the creation of a corporate culture of lean production, conditions for managing group work, intra-organizational communications, team management, leaders who can unleash the potential of employees (figure 2).

| Mechanism of lean management of personnel training* |
|-----------------------------------------------|
| **Development and training** | **Labor organization** |
| Motivation | Legal and regulatory support of labor |
| **Instruments** | **Conditions** |
| Corporate culture | Openness of information |
| Intra-organizational communications | The loyalty of the staff |
| Management teams Leadership | Situational management style |
| Modeling career | High level of delegation of authority |
| Rotation. Delegation | Team rules |
| Participation in decision-making | interaction in the group |

**Conditions for increasing staff involvement in organizational changes**

- at individual level:
  - relationships with colleagues,
  - fairness of leadership,
  - interesting work, results of their own work, the
  - ability of learning and self-realization

**Periodic monitoring:**
- level of motivation, training system, innovative readiness, job satisfaction

Note: * compiled by the authors

Figure 2. Directions of «Lean» Management of Personnel Training in Trade Organizations.

The analysis of the personnel training system in the trade network “Stalos” Belgorod allowed to identify the problems that give rise to the actualization of the need to improve the personnel training system and its linkage with the elements of corporate culture. Thus, on the one hand, we strengthen the elements of corporate culture of the organization, which are now at risk, and, on the other hand, we are developing a program of staff training «not for show», but with concrete goals, clear to staff and put in this program of learning activities that can help strengthen a particular profile (elements) of the system of personnel training. We present the main operational plans for the implementation of lean technologies to improve the management system of personnel training in the trade network “Stalos” Belgorod (figure 3). In this context, lean manufacturing is primarily concerned with management (lean management), not with the provision of services, but also with business document management (lean office). We focus on lean self-organization of personnel as a resource for targeted local use of
intellectual capital. We need resources to accumulate lean thinking, which is associated with the corporate culture and mentality of all employees of the company [9,10,11,12].

The direction of implementation of lean production

| Group of trading companies “A” | Group of trading companies “B” | The General array of problems of the trade network “Stalos” Belgorod |
|--------------------------------|--------------------------------|------------------------------------------------------------------|
| Slower growth. Indicating (prescriptive) leadership style. Inefficient system of delegation Overload of the first persons. Training programs are becoming more purposeless and declarative every year | Comparative inefficiency. The resistance of the staff (especially, the category workers) innovative organizational changes in the field of training and professional development. Lack of initiative | Corporate culture – negative indicators-individualism, authoritarianism, rivalry, formalism, power, independence, initiative. There is no realization of the internal potential of the staff. There are no leaders. Training programs are not developed in accordance with the main characteristics identified by the type of corporate culture |

**FLOW, 5C at all levels of management, standardization**

**TO BRING ORDER, TO IMPROVE LEARNING TECHNOLOGIES**

**GIVE A BUSINESS RESULT BASED ON THE RESULTS OF TRAINING**

**TO INVOLVE THE STAFF, STRENGTHEN ELEMENTS OF CORPORATE LIN CULTURE**

**SMED**

**TPM**

**Visualization, Kaizen, “Hoshin Kanri”**

**PDCA**

**Based on the quality management system**

**Lin-office**

**The management lean team**

**Lin-competence**

Note: * compiled by the authors

Figure 3. Directions of Application of Lean Production in the Management System of Personnel Training.

The influence of corporate culture on personnel training is manifested through the identification of personal goals of personnel and corporate values with the goals (objectives) and ideology (philosophy/policy) of the organization through their adoption [13]; through the implementation of norms prescribing the achievement of the overall goals of the organization in the organizational behavior of each member of the team. Strengthening the regulatory and coordinating role of corporate culture in relation to staff training is ensured by the influence of senior management (controlling) and motivationally-targeted managerial impact, which ensures the growth and strengthening of human capital of a particular organization. We consider corporate culture as a complex, changing social and managerial resource [14,15,16], which acts as a regulatory factor determining the nature and direction of the emerging or already existing mechanism of personnel training, primarily organizational behavior of team members. It should be noted that in this vector, corporate culture, including Lean-culture, should act as a strategic tool (resource) for managing training programs.

3. Research Questions

The problem of the research lies in the contradiction between the inquiry practices of HR-management the enterprises of trade sector in the governance through staff training, taking into account, first, the use of available domestic resources personnel policy, corporate culture, lean management and secondly, the modern new program of Digital training, lean training, and insufficient
development of these processes in the domestic theory of human resource management. In this study, the authors focus on the following problems:

1. Critical analysis of the personnel training management system based on the development of corporate culture from the position of strengthening human capital and improving the quality of life of the staff.

2. The development of promising areas for improving the personnel training system based on strengthening the corporate culture, which are considered as a promising investment in human capital to achieve the necessary socio-economic effects of ensuring the functioning of a specific trade organization.

4. Purpose of Study

The purpose of the work is to develop and justify recommendations and measures to improve the training system of trade organizations based on the development of corporate culture as a means of strengthening human capital.

5. Research Methods

Research methods are: organizational-comparative; empirical—analysis of documents, archival; survey methods (questionnaire, expert interviewing); processing methods-quantitative analysis and qualitative analysis; methods of interpretation-structural.

The following methods were used as specific research methods: questionnaire “Assessment of the current state of the personnel training management system” and “Measurement of employee motivation”; methodology “Diagnostics of personal and group job satisfaction”; questionnaire “Assessment of needs and values of the candidate”; S. Robbins's method “Diagnostics of elements of organizational culture”; method “Diagnostics of a type of organizational culture”; the method of “Diagnostics of level of effectiveness of elements of corporate culture” (optimized for trade organizations); expert interviewing of managers in order to determine the current state of mechanisms, technologies for evaluating the effectiveness of personnel training, identify important and popular for employees training methods and elements of corporate culture, as well as the involvement of personnel in new innovative forms of training.

The empirical comprehensive study was conducted on a local sample (General population N=500), which was made up of respondents of a trade network “Stalos” in Belgorod.

6. Findings

The final result of effective management of personnel training by methods of strengthening the elements of corporate culture can be formulated as follows: personal effectiveness of the head, competent staff, loyal and highly motivated for the overall result, “lean thinking”, team building, organizational training, time management, adaptability to change. The system of personnel training for the new concept of lean production is based on the principles of “lean thinking”, “lean philosophy” and “lean corporate culture”, and is aimed primarily at the formation of lean competencies and new (additional) management competencies (emotional intelligence, lean thinking, cognitive flexibility, initiative).

The tools of engagement are, first of all, leadership, teamwork, rational proposals, social responsibility, change management in consciousness and responsibility. The basis of the strategy of personnel training management should be a program-target approach, which involves the creation of a corporate culture of lean production, conditions for the introduction of Digital technologies and management of group work, intra-organizational communications, team management, leaders who can
reveal the intellectual potential of employees. Programs for improving the management of personnel training on the basis of the development and strengthening of corporate culture elements should include modules that are designed to transform these elements through the introduction of a card (passport, certificate, project) of corporate culture, which is shared and offered by the employees themselves, and training programs developed in the conditions of implementation of the corporate culture card of a trade enterprise.

7. Conclusion

In our opinion, on the one hand, the training system is a tool to strengthen the corporate culture of enterprises in the trade industry. On the other hand, corporate culture is a social and managerial resource for the development of training programs. Interdependence and mutual influence are revealed, under the following conditions:

− training technologies are aimed at increasing the level of staff involvement in the ideological subsystem of corporate culture, and strengthening the values of employees and management, as a consequence is the strengthening of human capital;
− the training system provides loyalty, stability, motivation, as a result—strengthening of “culture of personality” and “culture of communications”;
− the higher the level of management of the value profile of culture, the lower the level of resistance of personnel to new methods of training;
− the development and implementation of new training programs based on the strengthening of Digital and Lean technologies increases the competitiveness of trade enterprises in terms of the cost of human capital.

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