

IMPACT OF A LEARNING-ORIENTED CULTURE ON TALENT RETENTION IN THE GLOBAL WORKFORCE

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Abstract:

Globalization has driven business expansion and enhanced interconnectivity among companies in today's rapidly changing world. This has facilitated companies to connect with a diverse workforce spread across the globe. In such circumstances, engaging, motivating, training, coaching, and retaining employees are crucial for organizations' competitiveness. Companies need to promote a learning-oriented culture that emphasizes skill development, continuous learning, and opportunities for career advancement, as these factors are key drivers for retaining top talent. The present study examines the impact of a learning-oriented culture on talent retention in the global workforce, exploring how access to learning and development opportunities, various training programs, digital learning initiatives, and leadership support influence employees' retention and long-term commitment towards the organization. This research uses a structured questionnaire to explore the relationship between organizational learning culture and employee retention and commitment across various sectors. The findings indicate that organizations fostering a strong learning-oriented environment experience higher employee engagement, reduced turnover, and increased job satisfaction. The study highlights the need to allocate resources and invest in learning programs, regardless of geographic location, as it is a powerful tool for retaining talent in a competitive world.

Keywords:

Learning-oriented culture, Employee engagement, Talent retention, Global workforce

1. Introduction:

Global workforce has increasingly become prevalent. Regardless of location, hiring globally enables an organization to access the top talent, which fosters creativity and innovation by bringing in a variety of viewpoints. This ultimately promotes innovation, problem-solving, and flexibility, creating a vibrant and diverse workforce. As organizations expand globally, talent retention has become a critical challenge in managing a diverse and geographically dispersed workforce. In this scenario, a learning-oriented organizational culture is essential for organizations to stay ahead, anticipate future needs, and face the competition. Further, to stay competitive, firms must ensure their workforce remains motivated and ready to tackle new challenges, regardless of their geographical location. Concentrating on continuous learning, career and skill development, and adopting digital learning strategies is the best path to success. Firms prioritizing this are better positioned and can retain their skilled employees. In today's dynamic environment, organizations that adopt continuous learning attain long-term stability, become well-versed, and can confront the competition. According to Galadan et al. (1996), a trained employee is more valuable to their firm compared to an untrained one. Furthermore, they earn 30 percent more than individuals who lack such training.

This study explores how a culture focused on learning affects talent retention in the global workforce, highlighting the significance of continuous learning opportunities, mentorship

programs, and employee skill development. Arranging for these opportunities benefits the organization, as they can track highly skilled and talented employees and retain them. Encouraging employees to attend seminars, conferences, and international workshops enables them to learn something new, benefiting both the employees themselves and the organization. Additionally, it builds employee confidence, inspires work enthusiasm, fosters dedication to the organization, and cultivates a sense of being valued. The perception that their organization is investing in their learning and development makes an employee loyal towards their organization and contributes effectively to the company's goals. A robust learning culture enables firms to retain their most valuable human capital in an increasingly competitive market by improving employee productivity and reducing turnover. The research aims to provide insights into how organizations with a global workforce can adopt a learning-oriented approach to build a future-ready workforce that strengthens talent retention. This will ultimately enhance organizational resilience and competitiveness in an evolving business landscape.

2. Review Of Literature:

Organizations that have a learning-oriented culture actively promote employee growth, continuous skill development and encourage information exchange (Garvin, 1993). A learning organization integrates five disciplines: personal mastery, mental models, shared vision, team learning, and systems thinking (Senge 1990). With the increase in remote work and global talent mobility, companies need to implement learning techniques that cater to the demands of a wide range of employees. Organizations that promote cross-border knowledge sharing and global learning programs create a stronger sense of belonging, which positively impacts employee retention rates. (Friedman (2019). A Deloitte (2020) Global Human Capital Trends report found that 83% of employees in multinational organizations view continuous learning as essential to staying with a company. Various studies emphasize that offering continuous learning and skill development opportunities is essential for motivating employees and increasing their commitment to the organization. Research shows that providing training and development opportunities, alongside effective compensation systems, enhances employee commitment (Nur'ain Achim et al., 2020). Thus, organizational commitment enables continuous learning by balancing procedural memory and peripheral vision, letting employees adjust to new procedures and customer needs (Cegarra Navarro et al., 2020). When employees perceive a clear path for growth through learning initiatives, it increases their engagement and organizational commitment (Tharenou et al., 2007; Jehanzeb & Bashir, 2013). Huang & Su (2016) found that employees who connect learning opportunities with career advancement tend to exhibit greater organizational commitment. Furthermore, career development programs, mentorship initiatives, and external learning opportunities contribute considerably to long-term workforce stability (Marsick & Watkins, 2018). Similarly, Choi & Lee (2013) added that organizations with structured career advancement pathways through a continuous learning culture strengthen employee psychological contracts, boosting long-term commitment. In today's globalized landscape, companies need to implement adaptable learning strategies that effectively engage employees across diverse locations and cultural backgrounds.

Retaining employees is a challenge that organizations are facing globally. Research indicates that employees feasibly remain with companies investing in their professional development (Kyndt, et al. 2009). According to Bersin (2012), employees who feel supported in their professional development exhibit 30-50% higher retention rates compared to those without systematic learning programs. Further, studies by Ellinger et al. (2019) and Marsick & Watkins (2018) suggest that organizations fostering a learning culture experience increased employee

performance, higher job satisfaction and employee engagement, innovation, adaptability to global market changes, and lower turnover intentions.

3. Objectives of Study

1. To examine the impact of a learning-oriented organizational culture on employee retention in the global workforce
2. To examine the impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization

4. Research Methodology:

Population and sample size: The population includes employees from various sectors such as academics, aviation, banking, finance, IT, logistics, management, manufacturing, medical communications, retail, and healthcare, contributing to an undefined total. The sample size is limited to 90.

Data: Both primary and secondary data have been utilized in research. Primary data was collected using a structured questionnaire, while secondary data was gathered from various articles, journals, literature reviews, and research papers.

Hypotheses:

H₀: There is no significant association between a learning-oriented organizational culture and employee retention.

H₁: There is a significant association between a learning-oriented organizational culture and employee retention.

H₀: There is no significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization.

H₂: There is a significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization

• Limitations of Study:

- a) The research focuses on a specific organizational setting or industry, limiting its applicability to other sectors, regions, or workforce demographics.
- b) Respondents may be influenced by social desirability bias as the study relies on survey responses.
- c) The study is based on 90 respondents, which may not be sufficient to equitably represent the overall workforce. A larger and more diverse sample could improve the reliability of the findings.

5. Statistical Analysis and Interpretation:

Demographics Profile:

Table 1: Percentage Analysis of Demographic Variables

FACTORS	DIMENSIONS	NUMBER OF RESPONDENTS	PERCENTAGE
AGE	Below 25 years	27	30
	26 – 35 years	18	20
	36 -45 years	6	6.7
	46 years and above	39	43.3

GENDER	Male	48	53.3
	Female	39	43.3
	Prefer not to say	3	3.3
EXPERIENCE (in years)	Less than 1 year	18	20
	1-5 years	21	23.3
	6 -10 years	6	6.7
	Above 10 years	45	50
POSITION	Fresher	30	33.3
	Mid-Level Management	51	56.7
	Top-Level Management	9	10
SECTOR	Academics, Aviation, Banking, Finance, IT, Logistics, Management, Manufacturing, Medcom, Retail, and Medical		

Source: Author's Compilation

Interpretation:

It can be inferred from the table that the majority (43.3%) of the respondents are '46 years and above' in age. It can be inferred from the table that the majority (53.3%) of the respondents are 'Male' and whereas (43.3%) are 'Female.' It can be inferred from the table that the majority (50%) of the respondents have 'Above 10 years' of experience. It can be inferred from the table that the majority (56.7%) of the respondents belong to the 'Mid-Level Management' position. It can be inferred from the table that the respondents are from 'Academics', 'Aviation', 'Banking', 'Finance', 'IT', 'Logistics', 'Management', 'Manufacturing', 'Medcom', 'Retail', and 'Medical'.

Relationship between learning-oriented organizational culture and employee retention:

H₀: There is no significant association between a learning-oriented organizational culture and employee retention.

H₁: There is a significant association between a learning-oriented organizational culture and employee retention.

Table 2: Descriptive Statistics on Learning-Oriented Organizational Culture and Employee Retention

Learning- Oriented Culture	Employee Retention		Row Total
	High Retention	Low Retention	
High Learning Culture	39	18	57
Low Learning Culture	6	27	33
Column Total			90

Source: Author's Compilation

Chi-square test between learning-oriented organizational culture and employee retention. This test describes the relationship between learning-oriented organizational culture and employee retention.

Table 3: Chi-square test between Learning-Oriented Organizational Culture and Employee Retention

Statistic	Value
Chi-Square Value (χ^2)	19.14
Degrees of Freedom (df)	1
P-Value (p)	0.0000122
Level of Significance (α)	0.05 (commonly used)
Chi-Square Table value	3.84 (for df = 1, α = 0.05)

Source: Author's Compilation

Interpretation of Table Value:

The results indicate that the calculated Chi-Square value (19.14) is significantly higher than the critical Chi-Square table value (3.84) at a 0.05 significance level. Moreover, the 'p' value (0.0000122) is well below the 0.05 threshold, proving a statistically significant relationship between a Learning-Oriented Organizational Culture and Employee Retention. Thus, the null hypothesis (H_0 : There is no relationship between a Learning-Oriented Organizational Culture and Employee Retention) is rejected, supporting the alternative hypothesis (H_1 : A Learning-Oriented Organizational Culture has a significant impact on Employee Retention). Organizations that promote a culture of continuous learning and development are more likely to retain employees in the global workforce.

Relationship between continuous learning opportunities and skill development initiatives on employees' commitment to the organization:

H_0 : There is no significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization.

H_2 : There is a significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization.

Table 4: Descriptive Statistics on Continuous Learning Opportunities and Skill Development initiatives on Employees' Commitment to the organization

Learning-Oriented Culture	Employee Engagement		Row Total
	High Engagement	Low Engagement	
High Learning Culture	51	6	57
Low Learning Culture	18	15	33
Column Total			90

Source: Author's Compilation

Chi-square test between continuous learning opportunities and skill development initiatives on employees' commitment to the organization. This test describes the positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization.

Table 5: Chi-square test between Continuous Learning Opportunities and Skill Development initiatives on Employees' Commitment to the organization

Statistic	Value
Chi-Square Value (χ^2)	12.37
Degrees of Freedom (df)	1
P-Value (p)	0.00044
Level of Significance (α)	0.05 (commonly used)
Chi-Square Table value	3.84 (for df = 1, α = 0.05)

Source: Author's Compilation

Interpretation of Table Value:

The results indicate that the calculated Chi-Square value (12.37) exceeds the critical Chi-Square table value (3.84) at a 0.05 significance level. Furthermore, the 'p' value (0.00044) is significantly less than 0.05. This indicates a statistically positive impact of Continuous Learning Opportunities and Skill Development initiatives on Employees' Commitment to the organization. Thus, the null hypothesis (H_0 : There is no significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization) is rejected, supporting the alternative hypothesis (H_1 : There is significant positive impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization). Employee engagement is substantially greater in high-learning cultures than in low-learning ones. This supports the credence that providing opportunities for continuous learning and fostering a growth-oriented work environment positively influences employee engagement.

6. Findings of Study

- Table 1 reveals the demographic variables and includes factors such as age, gender, years of experience, position, and various employees from sectors such as academics, aviation, banking, finance, IT, logistics, management, manufacturing, medcom, retail, and medical on the diverse workforce.
- To examine the relationship between learning-oriented organizational culture and employee retention, the respondents, irrespective of the geographic location, have been categorized under four categories: High Learning Culture and High Retention, High Learning Culture and Low Retention, Low Learning Culture and High Retention, and Low Learning Culture and Low Retention. Thus, Table 2 shows the retention of employees based on a learning-oriented culture.
- Further, to examine the relationship between continuous learning opportunities and skill development initiatives on employees' commitment to the organization, the varied respondents have been categorized under four categories: High Learning Culture and High Engagement, High Learning Culture and Low Engagement, Low Learning Culture and High Engagement, Low Learning Culture and Low Engagement. Table 4 demonstrates that employee engagement is affected by improvements in the work environment.
- The Chi-square test results between a learning-oriented organizational culture and employee retention, as shown in Table 3, indicate that the 'p' value is less than the table value. This shows that a learning-oriented organizational culture significantly impacts employee retention. Further, the Chi-square test results between continuous learning opportunities and skill development initiatives on employees' commitment to the organization are shown in Table 5. The results indicate that the 'p' value is less than the table value. This demonstrates a positive

impact of continuous learning opportunities and skill development initiatives on employees' commitment to the organization.

7. Conclusion:

This study highlighted the impact of a learning-oriented culture on talent retention in the global workforce. Those organizations that integrate continuous learning and skill development opportunities into their culture exhibit shaping employees' commitment to their organizations. Regardless of their geographic locations, organizations that provide timely training programs, digital learning, required resources, and career progression opportunities show a positive relationship between a strong learning culture and higher retention rates. Investment in skill development by offering tailored mentorship programs for the global workforce, providing external learning opportunities to employees by motivating and encouraging them to attend international workshops, conferences, and seminars, boosts their morale and contributes to employee engagement, job satisfaction, and long-term organizational stability. By fostering a culture of continuous learning, employees feel valued, and thus, companies can build a more resilient, engaged, and loyal workforce. The research concludes that employees who perceive a strong learning-oriented culture in the organization are more likely to have higher retention rates.

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