

Empirical Investigation of Learning Orientation in Banking Sector of Pakistan

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ABSTRACT: *Learning is necessary for the organizations in the changing environment. In Pakistan the concept of the learning organization is rising. The objective of the study was to analyze the "supportive learning environment" in the banking sector of Pakistan. Supportive learning environment have four different dimensions. These four dimensions have eighteen variables for which the mean were calculated. Self administered questionnaire was used as a tool for collecting the data from the employees. Arithmetic mean and reliability statistics were applied for analyzing the data by using SPSS. Openness to new ideas was needed some improvement as compare to other three aspects of the supportive learning environment which were in the better positions.*

Keywords: supportive learning environment, psychological safety, appreciation of differences, openness to new ideas, time for reflection, banking sector

This modern age, environment is change on regular basis. Organizations can survive only when the organization adapt changes according to the environment and also adapt these changes faster than their rivals. Environment change not according to the organization, but organization should change according to the environment. Organizations survival is difficult in this changing environment when it is only the organization these must have the learning organizations. Old business organizations adapt changes on happenings in the environment but learning organizations are the creative and visionary.(Main, Rauf et al. 2013)

Learning at individual or organizational level both is vital. Even though individuals are the main cause of learning but only the individual learning is not enough for getting the sustainable and competitive advantage there must be a need of developing system which leads to the organizational learning. Peter M. Senge who gave the idea of learning in the organizations and it is important for the organizations to stay alive and getting the sustainable benefit in the altering environment. In his book which is fifth discipline he introduces the five disciplines of the learning organization which are significant for opinion about learning. According to (Senge) learning organization is that organization in which people are permanently increase their capabilities for getting the desire results, where innovative and luxurious patterns are encouraging for the growth, where cooperative ambition is place free, where people are permanently learning to see whole picture. David Garvin is another significant person who gives the idea of learning organization not only gives the building blocks of learning organization but also gives the tools for measuring the learning in the organization.

Learning organization creating, acquiring, and transferring the knowledge and change the behavior to reveal the new knowledge and insights(Garvin, Edmondson et al. 2008) three building blocks for measuring the learning in the organizations are supportive learning environment, concrete learning process and practicing and leadership that reinforce learning. Learning organizations is a different type of thought which used by the different types of organizations small companies and multinational companies. We all have to do for getting the knowledge and that knowledge not only gives the belief differently but also improves the skill of correspondent thoughts, ideas, and ability to help the other individuals in the analysis and action. (Argote and Ingram 2000).

In these days business world require development in the configuration of the organization and in other operations of the organization on permanent bases due to the continuously environment changes. Life span of the

"change" requires a different level of developments. These developments are initial stage, sustainable momentum and redesigning the organization(Senge, Kleiner et al. 1999). This study will absolutely focus on the first building block of the learning organization which is given by the David Garvin in their article "Is yours a learning organization"(Garvin, Edmondson et al. 2008). First building block is supportive learning environment this tool is used for assessing the supportive learning environment in the organizations.

Literature Review

The concept of "learning organization" is given by the Peter Senge. The testing of diverse experiences , study from experiences and to employ the information and educating from the gained experiences of other different people as well as their personal observations(Senge and Sterman 1992). The whole world of scholars in the field of strategic management has exposed the idea of learning (Levinthal and March 1993).The learning organization is the kind of organization that allow to individual spirit to make sure inspiration and modernism. Spiritual idea does not assist to attaining objectives but thrive human(Fawcett, Brau et al. 2008). According to (Garvin 1985) learning organization is the organization that is skilful in developing, holding and passing on knowledge and atonement its actions to reveal new facts and insights. From side to side creation the apparition and establishing themselves by obtaining and delivering the new knowledge, people of the organization can increase the aggressive advantage in altering surroundings(Garvin, Edmondson et al. 2008).Learning organization is a organization in which people regularly obtain, contribute to and use new knowledge to familiarize yourself in ever changing atmosphere. It is regeneration development where organization entirely redevelops itself(Hitt 1995).

An organization where employees always extend their capabilities for getting the desired results, where wide thoughts patterns are fostered and where employees are always learns from the skills of others and as well as their own. That insist the organization must learn with that rate which identical or more then the changing in the environment(March, Sproull et al. 1991). The ability to assess and create changes is single loop or passive learning.

In other words double loop learning builds on single loop learning by finding and solving the errors and then proactively changes the organization's fundamental paradigms, policies and goals.(Argyris 1991)." Manufacturing organizations has arranged the guidance course for their employees for escalating the productivity by an average of 17 percent"(Dearden, Reed et al. 2006).

The organizational learning is permanently and it is long period of time not for the short term. Development in the environs of the organization and rivalry anxiety has invested in the capacity building of the organization future. The permanently learning demands that the organization should approve the changes and develop practices for existing in the market(Shabbir 2009).

The developing phenomena of globalization made the idea of competence are more important for the financial institutions as well as non financial institutions banks are the part of them. Banks are making competitive plan that determines the enlargement and achievement. The banking sector has lot of changes in the last decay. These changes are mergers, acquisitions, privatization, and development in the banking sector. These factors have caused changes in the performance of the banking sector(Akhtar 2010). Learning can be a process of continuous change in actions which is the results of the ecological (Dulbecco and Garroute 1999).

Research Methodology

All the data is gathered from the banking sector of the Faisalabad. The instrument which was used for collecting the data is given by the David. Garvin in their article "is yours a learning organization". In this article these building blocks are given supportive learning environment, concrete learning processes and practices and leadership that reinforce learning. Eighteen variables and benchmark score card used for evaluating the potency of the supportive learning environment in this particular sector. The reason of this study is to emphasize on the supportive learning environment. Data collected from the 60 personnel of that sector. Questionnaire was used for collecting the data from the respondents. All questionnaires were filled up by the respondents under the observation of the researcher and respectfully clear the every ambiguity of the respondents.

Arithmetic mean has been used for analyzing the facts. For examined the internal reliability Cronbach's alpha was used.

Variables: Environment plays a vital role in the organization to transform into the "learning organization". Environment helps the learning orientation in the organization. Supportive learning environment have four diverse dimensions.

- 1) Psychological safety
- 2) Appreciation of differences
- 3) Openness to new ideas
- 4) Time for reflection

These four aspects have eighteen different variables. Every variable were analyzed through likert scale.

Psychological safety: 1. In this unit, it is easy to speak up what is in your mind

2. If you make a mistake in this unit, it is often held against you
3. People in this unit are usually comfortable talking about problems and disagreements
4. People in this unit are eager to share information about what does and does not work
5. Keeping your cards close to your vest is the best way to get ahead in this unit

Appreciation of differences: 6. Differences in this unit are welcome in this unit

7. Unless an opinion is consistent with what most people in this unit believe, it won't be valued
8. This unit tends to handle differences of opinion privately or off line, rather than addressing them directly with the group
9. In this unit, people are open to alternative ways of getting work done

Openness to new ideas: 10. In this unit, people value new ideas

11. Unless an idea has been around for a long time, no one in this unit wants to hear it
12. In this unit, people are interested in better ways of doing things
13. In this unit, people often resist untried approaches

Time for reflection: 14. People in this unit are overly stressed

15. Despite the workload, people in this unit find time to review how to work is going
 16. In this unit, schedule pressure gets in the way of doing a good job
 17. In this unit, people are too busy to invest time in improvement
 18. There is simply no time of reflection in this unit
- Benchmark score card is used for evaluating the data which is given by the David Garvin.

Building Blocks and Their Subcomponents	Scaled Scores				
	Bottom quartile	Second quartile	Median	Third quartile	Top quartile
Supportive Learning Environment					
• Psychological safety	31-66	67-75	76	77-86	87-100
• Appreciation of differences	14-56	57-63	64	65-79	80-100
• Openness to new ideas	38-80	81-89	90	91-95	96-100
• Time for reflection	14-35	36-49	50	51-64	65-100
Learning environment composite	31-61	62-70	71	72-79	80-90
Concrete Learning Processes and Practices					
• Experimentation	18-53	54-70	71	72-82	83-100
• Information collection	23-70	71-79	80	81-89	90-100
• Analysis	19-56	57-70	71	72-86	87-100
• Education and training	26-68	69-79	80	81-89	90-100
• Information transfer	34-60	61-70	71	72-84	85-100
Learning processes composite	31-62	63-73	74	75-82	83-97
Leadership That Reinforces Learning					
Composite for this block	33-66	67-75	76	77-82	83-100

In that table of benchmark score card which is given by the David Garvin. After evaluation the mean values of the all variables in the supportive learning environment, all these values were compared with the above score card. Five different scales are available for judging the strength of each aspect.

Mean of All Dimensions:

Supportive Learning Environment	Mean Values
Psychological Safety	80.45
Appreciation of Differences	75.94
Openness to new ideas	79.88
Time for Reflection	79.24
Learning environment composite	78.87

Research Findings

Mean of psychological safety is 80.45. It lies in the third quartile which shows that this dimension is going well in the banking sector and institutions gives importance to this dimension.

The mean of appreciation of differences is 75.94. It also falls in the third quartile and it also describes that organization is works smoothly and their management gives the importance to the differences.

Mean of openness to new ideas is 79.88. It falls in the second quartile and it reveals that it needs improvement as compare to the other two dimensions.

Mean of time for reflection is 79.34. It lies in the top quartile that shows organization is going well in this particular dimension as compare to other three dimensions.

Overall mean of the supportive learning environment is 78.87. It lies in the third quartile of that score card. Overall situation of the supportive learning environment is convincing. Overall mean of supportive learning environment shows the better result of the organization.

Reliability Statistics

Cronbach's Alpha	N of Items
.653	18

Appendix shows that the Cronbach's alpha result is .653. Cronbach's alpha is more than .50 is always significant. And result of the first appendix is shows that the internal reliability of the data is good.

Conclusion

It concludes that the "supportive learning environment" of an organization is in healthier position. Psychological safety, appreciation of differences and time for reflection shows the better position they fall in the third quartile of the benchmark score card but openness to new ideas lies in the second quartile and organization need to improve that particular dimensions like other three dimensions which are in the better position. Capacity of this study is not too broader because the data is gathered from limited respondents due to the time shortage.

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