

Concrete Learning Process and Practices: A Comparison between Textile and Banking Sector of Pakistan

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ABSTRACT: *The purpose of writing this paper is to find out the concrete learning process and their practices in the industrial and banking sector of Pakistan. This paper also investigates that which extent of industrial and banking sector. The factor experiment with different ways, collection of information regarding competitor, analysis by different ways, giving education and training and share information was discussed by Garvin in his research paper related to second building block. We use the tool given by Garvin as an instrument in our study. By comparing means and weight age means of both of these factors we concluded that level of both of these sectors are different. But banking sector is good in concrete learning practices as compared to the industrial sector. For better results both sectors need to improve in this building block.*

Keywords: concrete learning processes and practice, experimentation, learning organization, textile sector, banking sector

Learning organization is a concept that is widely used not only by modern companies but also from the largest multinationals to the smallest ventures. All we have to do is to have access to the knowledge base, which gives us not only the ability to think critically and creatively but also the ability to communicate ideas, concepts, and the ability to cooperate with other human beings in the process of inquiry and action. The development and transfer of learning is important for a firm to gain competitive advantage (Linda Argote, Paul Ingram 2000).

Learning organization is one that creates knowledge and encourages learning among people and its environment. Becoming learning organization, the following two important benefits that organizations get

- (i) The organizations remain competitive and maintain its level of innovation
- (ii) It has the knowledge of better link resources through which they come to know about the customer's needs.

In the area of learning organization, Peter Senge is a leading writer. His works, *The Fifth Discipline: The Art and Practice of the Learning Organization*, and *The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization*, describes five disciplines that must be mastered when introducing learning into an organization. Those five disciplines are System thinking, Personal mastery, mental models, building a shared vision, and team learning.

David A. Garvin is another leading writer of the learning organization. He concluded three building blocks of the learning organization i.e supportive learning environment, concrete learning processes and practices and leadership. Some researchers conduct research on these three building blocks. According to (Ali, Bajwa, & Shahzad) private sector has better supportive learning environment than public sector. Another researcher (Shabbir, 2009) concluded that psychological safety is an important part of "supportive learning. (Aqsa, Ali, Sabeen, Mudassar, 2012) conducted a research on concrete learning and concluded that there is a need to improve the concrete learning on manufacturing and service sector of Pakistan. (Aqsa, Sabeen, Amna, Mudassar, 2012) concluded that private sector is in a better position than public sector in leadership behavior. This research paper relates with the concrete learning processes and practices which is second block of the learning organization of David A. Garvin, with evidence from the textile sector and banking sector of Pakistan. These sectors play an important role in the development of economy that is the foremost reason behind the selection of these sectors for research, further we try to differentiate between the policies and procedures of both sectors.

A part of the tool kit as given by David A. Garvin et al (Harvard Business Review, March 2008) in his article titled "Is Yours a Learning Organization?" as a hypothesis. Our result of the analysis shows that some of the variables are significant for the organization's development.

Literature Review

According to the (Emery, 1993) learning organization is a way that its members can learn and continue to learn within it. Based on it (Pedler, et al) concluded that a learning organization is an organization that facilitates the learning of all of its members and continuously transforms itself to achieve superior competitive performance. The focal point of learning organization is constant endeavor and a succession of commonly disseminated actions and it consists of comparing performance, experimentation, information collection about the stakeholders, analysis about the performance whether it is engaged in creative work or not, education and training of the individuals and finally information transfer among the whole system of the institute and among the individuals (Malik, et al). Parts of concrete learning process and practices are experimentation, collection of information on competitors and customers, analysis, transfer of information and training & development of employees (Garvin et al., 2008).

Experimentation: There is a "significant relationship between learning orientation, innovation capability, and organizational performance in the banking sector of Pakistan"(Zahid& Ali). Experiential learning theory defines learning as "the process whereby knowledge is created through the transformation of experience. It is stated that "Knowledge results from the combination of grasping and transforming experience"(Kolb 1984, p. 41). The context of this theory is to stress on the innermost role that the experience plays in the learning process. Its intellectual birth in the experiential works of Dewey, Lewin, and Piaget. Taken together, Dewey's philosophical pragmatism, Lewin's social psychology, and Piaget's cognitive-developmental genetic epistemology form a unique perspective on learning and development. (Kolb, 1984).

Information collection: Sadaf Ashraf, Dr. Ahmed F Siddiqi measures the depth of learning in an academic organization. They say that university has concrete learning process and activities. They have knowledge sharing environment on all aspects i.e. individual level, inside as well as outside the organization. The university uses new ideas to collect information from the customers as well as competitors on technological and social basis.

Analysis: "Organizational learning is a process of detecting and correcting errors"(Argyris, 1977).

Education and training: In (1988, Levitt and March) says that learning organization is the process of structure, procedures and processes for the employees who are frequently used to improve competences and capabilities and for those who make effort to accomplish sustainable aim not only for themselves but also for their organization in which they are working. There is a positive relationship between concrete learning process and practice with organizational learning, the result of which shows that this building block is $0.70p < 0.001$ that means by the implementation of this building block, our organizational learning is effected (Masood Nawaz Kalyar, Nosheen Rafi and Bashir Ahmad, 2012). K. Kraiger, J. K. Ford, and E. Salas (1993) used two training programs for the evaluation. The method used for the evaluation of training program is known as (SA). In first training program, SA scores were lower of the students before training than after training but before training students did not predict their performance on the take-home exams, which were taken after twelve weeks. In the second training program, half of the students were informed about the training ingredients before training whereas half were told after training. The results were high of the students lying under before training program. The quality of the product depends on the employee in the service sector. If the training and development are given to the employees, they perform their daily work with effective and efficient manner (Irfan, Mohsin, & Yousaf, 2009).

Information transfer: There are two types of knowledge explicit and implicit knowledge. Explicit knowledge is that which contains manuals and procedures, and implicit knowledge is that which is learned only by experience, and communicated only indirectly. To get maximum output, a systematic and well defined way and effort should be made so that knowledge must be shared and transformed to every corner of that way. Knowledge can move horizontally or vertically inside a firm. As and when the project is completed, the entire process must call for reviews and post audits and then shared among others engage in similar tasks. Together, ultimate purpose of these concrete processes is to ensure that all of important and confidential information moves efficiently and quickly into the hands and heads of concerned management. Perhaps one of the best known example of this approach is the "U.S. Army's After Action Review (AAR) process, now widely used by many companies, which involves a systematic debriefing after every mission, project, or critical activity in Harvard business review by David A. Garvin in his article, is yours a learning organization".

The two Japanese expertise-e Ikujiro Nonaka and Hirotaka Takeuchi are the first who are helpful in success of the Japanese companies, who have the capability to create new knowledge and develop a successful products and technologies. The Japanese use the tacit knowledge. (Ikujiro Nonaka, Hirotaka Takeuchi). The other concept of learning is that it in the field of strategic management, it is the world of experiences and researchers. (Levinthal and March 1993). To bring a change in the behavior and team learning and to have a shared view in the organization, every organization should have to adopt before action review and after action review, which help the organization to a better position as compare to its rivals (Darling, et al, 2005). David A. Garvin, Amy C. Edmondson, and Francesca Gino (2008) "For maximum impact, knowledge must be shared in systematic and clearly defined ways. Sharing can take place among individuals, groups, or whole organizations. Knowledge can move laterally or vertically within a firm. The knowledge-sharing process can, for instance, be internally focused, with an eye toward taking corrective action. Right after a project is completed, the process might call for post-audits or reviews that are then shared with others engaged in similar.

Research Methodology

The target population of required study is the private sector of Pakistani's bank and the textile industry of Pakistan. The objective of my study is to compare and analyze the concrete learning processes and practices environment in case of banking and textile sector of Pakistan. For the convenient and accurate sampling, one organization from each sector is selected. Both organization which we used for our sampling, is the prestigious and leading sector of Pakistan. Employees at all level and from different and every department of the organization are taken as sample. The total number of population which we have taken is 42.

Concrete learning processes and practice includes five parts i-e experimentation, information collection, analysis, education and training, information transfer. We used some variables for collect our data. The reason behind that we use only those variables which we think that they are important or give a suitable result for our research. The questionnaires are filled by the respondent in the presence of researcher. The secondary data is also used here.

David A. Garvin founded three building blocks of the organization, which are important for the organization learning i-e behavior of the organization, leadership behavior, and practices of the learning. The environment which we here used to conduct the research is concrete

learning processes and practices. The instrument which we here used to collect the data is the questionnaire given by David A. Garvin about the practices. For the questionnaire we use seven likert scales.

We used the questionnaire for the data collection because of the good reputation of the research paper which is presented and also the acceptance of that is the management world. For the accuracy of the research, we used Excel for the numerically and graphs for the analysis of our data.

Variable and Analysis

This research is about the concrete learning process and practices, second and important building block of the learning element, to be used for comparison between the textile and banking sector of Pakistan. Other two building blocks, that is also considered to be important I.e. Supporting learning and leadership behavior but are omitted from our study. The reason behind is that to focus on only one study insist of all. It becomes difficult for us to collect the data regarding the entire environment. So we take only one block for our research. There are following ways to measure the concrete learning processes and practices level in any sector:

- experimentation
- information collection
- analysis
- education and training
- information transfer

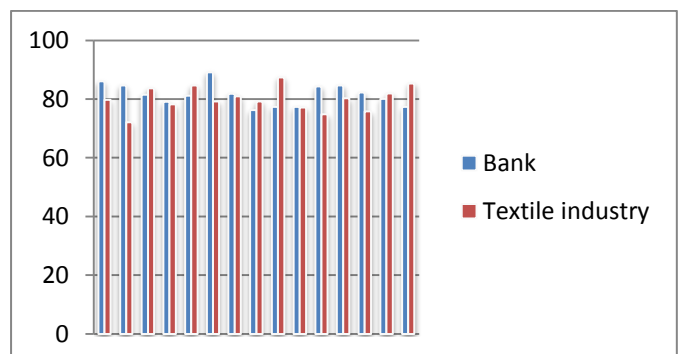
The above given element of concrete learning processes and practices is measure through different ways by using different variables in this research. There are total twenty-nine variable, but we collect the data by different fifteen variables, which we consider important and helpful variables to collect our data.

We cal cute our date by using excel. We calculate the data by excel to find out which variable is important for us, which variable we are not using efficiently, which variable give benefits to us. The main purpose of this is to find out on which variable both of the sectors are good.

Variables of Concrete learning process and practices

Parts of concrete practices	Variable to measure the parts of concrete practices
experimentation	New ways conducting and evaluating employs prototypes or simulation
information collection	compares with competitors collects information on customers
Analysis	productive conflict and debate never revisits perspectives identifies and discusses underlying assumption
Education and training	time available train Newly employees
Information transfer	Meeting with outside experts meeting with customers and clients shares information with experts communicate with decision makers post audits and after-action review

Graphical representation of MEAN of industrial and banking sector: This is the graph which shows the relationship between both of the sector. On the x-axis it show the variables of the parts of concrete which is given above. On the y-axis, mean of the respondents are given. We take the mean of every variable individually. This graph shows that on some variable the textile sector is good and on some the bank is good.



Results

The following are the results which we concluded from our data analysis by using the SPSS. The results are given here according to the parts of concrete practices:

Experimentation: The first part of the concrete is the experimentation. We calculate the experimentation by using three variables. After getting the response from the respondent we find that the industry is good or using the employees prototype or simulation efficiently. The textile industry are also using the the new ways of working for experimentation or new ideas and formal process for conducting and evaluating the experiment but less as compare to the banking sector.

Information collection: We use the two variables for collecting the information collection. The one variable is the compare its performance with its competitor. Both of the sectors are using this variable efficiently. These both sector i-e industry and banking sector are good in comparing the performance with its competitor while from sec variable the industrial sector systematically collects the information from its customer more as compare to the banking sector.

Analysis: From the analysis we used three variables for the interpretation. The first variable is the productive conflicts and debate in which the industries are weak as compare to the banking sector. In other two variable i-e never revisits well establish perspectives during discussions and identifies and discuss underlying assumptions, the textile sector is good and equal to the banking.

Education and training: We calculate the education and training by using two variables. The industrial sectors provide the training and education to the employees. This leads to a learning organization. It is good in training and education to their employees as compared to the banking sector. The other variable is the train to their new employees. Both the sectors are good in providing the train to their new employees.

Information transfer: The last part of concrete learning processes is the information transfer. We calculate the information transfer by using five different variables. In first three variables meeting with outside experts, meeting with customers and clients ,shares information with experts industry sector is not good and also we can say the industry are not working efficiently on these three variables. On the other two variables i-e communicates with decision makers, post audits and after-action review the industry are good. They are doing communicate with decision makers and post and after action review.

Means Values of Banking and Industrial Sector

Variables	Banking sector(means)	Industry sector(means)
Experimentation	62.21111	68.56889
Information collection	73.55167	71.89
Analysis	78.08111	68.23111
Education and training	84.74667	79.02667
Information transfer	85.97673	64.356

Accumulated Mean of Banking and Industrial Sector

	Banking sector	Industry sector
Accumulated means	77.8238	68.93422

Conclusion

We concluded that in some factor the industrial sector are good and in some the banking sector perform well. In short, we can say that both sector need to improve in this building block of learning organization. Concrete learning process are not yet establish in these both sector in proper way. We can't say anything regarding the concrete learning process and practices in both sector. This study only relates to two specific sector of the Pakistan. We can take two or more sector of the Pakistani companies for the comparison that is best using the concrete practices. There is one research have been done in concrete on the manufacturing and service sector, this research is based on the industrial and banking sector of Pakistan. By taking better result we can find it by comparing the public and private sector, by telecom with the industrial sector etc.

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