

Measuring the Learning Attitudes of Teaching Staff of Public and Private Colleges in Pakistan

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ABSTRACT: *The purpose of this study is to compare the learning attitudes of public and private sectors in Pakistan. To check and compare the learning attitudes of public and private colleges, response from 50 respondents was taken. The questionnaire was taken which was developed by Marsick and Watkins. The null hypothesis (H0) is that the both type of colleges have equal level of learning attitude while H1 opposes our null hypothesis. Mean values were taken for comparison. Results show the extent of learning as higher in private colleges than the public ones.*

Keywords: Learning attitude, public and private colleges

Environment is changing at every interval of time and this rapid process of transformation is also to be faced by the traditional organizations which indulge in danger situation for its survival. To sustain in the competitive and changing environment organization must have to adopt the significant learning according to the situation. So this study is intended to measure the organization's learning process. The concept of learning is as older as the universe. The world demonstrates this concept at every movement, what the reason of change in the shape of every human organism, how they identify the fit for their survival. In the modern age due to technology we can understand this concept with great clarity.

Learning is the process of acquiring new knowledge which modifies existing behavior, skills, and values. It can be said that to know something is knowledge and the practically implementation of that knowledge is learning. There are several ways for learning; learning from past experience, learning from others, learning from failure. If free hand is given to every individual to learn something so there are also some ways for learning; one by showing the responsibility to learn, to set a person in mind as a dictator, and the belief that his fate is in his own hand. Learning should be meaningful in order to achieve the desired outcomes.

Organizations are the structured and managed group of people whose purpose is to achieve overall objectives. People come and work together for the common goals and shape the organization. Every individual interpret the organization according to his own perspective. A well structure is provided to improve the skills and efficiency and the management controls and directs the interactions. Metaphorically we can consider the organization as a living organism. From birth to death it affected by several ecological statements. Those organisms can survive who forge fit among the situation. If he can't do so he can die. Similarly those organizations who take bring innovations and development according to the rapid change in its internal and external environment. In case of failure it can decline before time.

A learning organization can be defined as the organization which has the capability for creating new knowledge, attain and transform knowledge, and reflect the new insight by modifying its behavior. Without focusing on vision, culture strategy, and structure the organization can't become a learning organization. Shared vision must be provided at functional level, culture should be developed acquire new and innovative ideas from every part and from every individual. It is required to construct a supple structure in order to minimize the bureaucratic involvement so that every

employee may take part in decision making and knowledge sharing.

Peter M Senge first time developed the concept of learning organization in his renowned book *The Fifth Discipline*. Several researches are held after that book that researches are mostly inspired by Senge's book. In his book he stressed on the thinking which must be based on systematic and analytical way, collaboration and interaction with each other in order to enhance collective wisdom, to break the fake mental model and to identify the unseen abilities (Kofman and Senge 1993).

Nationalization and privatization has the existence in every field of economy. Usually it is said that the main objective of the private sector is to maximizing the profit by providing the satisfaction and loyalty to the customer for this purpose they learn more and more day by day. But in public sector usually the profit maximization is not the primary interest for its employees which undermine the spirit for learning. In Pakistan the idea of learning organization is quite new as compare to developed countries. Structure and culture of Pakistani organizations is also different which should have to be understood. Leadership is bureaucratic in most Pakistani organizations which undermine learning. But service organizations are now trying to become learning organization. This study is used to compare the learning level of two education providing organizations. One is from public sector and second is from private sector and this comparison is at college level. Questionnaire is used as a tool which was developed by (Marsick and Watkins 2003).

Literature Review

Learning is the endless behavioral change according to internal and external factors (Anderson and McDaniel Jr 2000). IT can be also said that learning is continues process (Moilanen 2005). The idea of learning organization was established by Senge in his highly appreciated and admired book *The Fifth Discipline*. The *Fifth Discipline* (Senge 1997) described proposed several remarkable insights according to the learning organization. It five disciplines which are essential for the learning organization. These disciplines are mental model, shared vision, personal mastery, system thinking, and team learning. Learning cannot be achieved quickly, its ongoing process. In learning organization people identify, acquire and transfer knowledge efficiently and effectively to others (Garvin, Edmondson et al. 2008). Learning can be gained from one's own past experience or from other's best practices, those who can't learn

from their past experience they have to pass through that process until they learn (Garvin 1985). Learning can also be defined as the ongoing gentle and slow change in the human behavior according to the environmental changes (Dulbecco and Garrouste 1999).

Organization can motivate employees by giving them intrinsic and extrinsic reward which leads to learning, where leads share their experiences with others. It is difficult to gain sustainable competitive edge without shared vision which can put motivation and energy (Marquardt 2002). Everyone should have the freedom for share their disagreeing ideas, in supportive learning environment can be produced in public and private sector (Ali, Bajwa et al.) Organization can perform function to assemble the impost(Nonaka 1994). knowledge owning by the individuals and form it through socialization, internalization, externalization that generate knowledge which is the basic source of learning organization (Nonaka 1994). Every completed project should be briefed in order to find out the strong and weak point of the project that will be helpful for further projects ((Garvin, Edmondson et al. 2008). Sharing the views with each other creates new perspective that lead to problem solving with the help of each other (Nonaka and Toyama 2003).

Just placing the people together is not the basis for learn, they should be given the reasons for learn. For this reason they will construct the process of data gathering and by applying the preferred and appropriate one according to the situation they can learn (Tyre and Von Hippel 1997). Management can also play a vital role for making an organization a learning organization. The management can introduce new knowledge in the organization and also can make it sure to adopt it in routine work activities(Huysman 2000). External and internal sources provide the basis for learning in which external sources are the competitors, industry, mergers and consumers and internal sources are the correction of errors, experience, existing technology and available knowledge and learning(Shih, Chien et al. 2005). Power should be distributed in a way that everyone can enhance from learning and knowledge, political activates should be performed so that boundary between managers and employees should be drawn, and vision of the organization should be clear for every employee(Coopey 1995). Team learning is essential for an organization for being a learning organization(Khan,

Tanveer et al.). constructing a relationship between individual and organizational learning is the basis for managerial learning(Antonacopoulou 2006). Supportive learning culture in an organization can lead its employee to job satisfaction and enhance the employee, s capability to transfer learning(Egan, Yang et al. 2004).

Focus of this study is to compare the leaning attitude between public and private colleges. Various tools are available for measuring learning but DLOQ is chosen to calculate measure learning dimensions including key results which are knowledge performance and financial performance. In current period of changing ecological statement learning organizations are defined as the organizations who give the high importance to work which provide product and services that are the basis for the company's success. (Steers, Kolbeck et al. 1991).

Hypothesis

Null Hypotheses which is represented by H_0 shows that there is no difference of the learning attitude between the public and private colleges and H_1 describes that the difference of learning attitude exists among the both type of colleges.

$$H_0 = \mu_1 = \mu_2 \quad (\text{Means are equal})$$

$$H_1 = \mu_1 \neq \mu_2 \quad (\text{Means are not equal})$$

Research Methodology

Comparison of learning attitude between public and private colleges is the main objective of this study. In this study DLOQ is used which was developed by (Marsick and Watkins 2003), but this study contains its only three categories to measure the learning attitude between public and private colleges. These categories were individual level learning, group level learning, and college level learning. Other categories which are measuring learning results at college level and additional information about college are not included because at privet level profit exists but at public level usually profit does not matter. Furthermore data was collected from lecturers so there was no need of identifying the hierarchical level of management. Usually both types of colleges have the employees less than 500. All the employees spend nearly equal time on work related learning. Samples were both males and females. 25 samples were from private colleges and 25 from public colleges. Data collection was based on convenient sampling. 43 variables were used in the sample.

Statistical tools which were used in this study were Cronbach's Alpha and mean. Cronbach's Alpha is used

for checking the reliability and mean is used for comparing. The questionnaire was based on likert scale which had five intervals. These intervals were Never, Rarely, Sometimes, Most of the times, and Always.

Result and Interpretation

Cronbach’s Alpha was used for the purpose of finding the reliability. Sample mean and reliability test were used separately for private and public colleges. For the public colleges its result was .830 and for the private colleges its result was .738. So its means that both results are reliable because these values were more than .7 which is the slandered value of the Cronbach’s Alphas test for reliability. There were mean differences among the both type of college so the H is correct. Mean for public colleges were 3.194 and for private colleges was 4.024. So it’s concluded that the private colleges have the more supportive learning attitude and environment as compare to the public colleges. Results and interpretation from the SPSS results for both sectors are given below in the following tables.

For Public Sector

Table 1

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 25 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 25 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .830 | .817 | 43 |

Table-1 shows the reliability from the Cronbach Alpha method which is .830 and its standard value is .7. So it can be said that the data from public colleges is reliable because it’s more than its standard value.

Table 2

Summary Item Statistics

| | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------|-------|---------|---------|-------|-------------------|----------|------------|
| Item Means | 3.194 | 2.360 | 3.680 | 1.320 | 1.559 | .073 | 43 |

For Private Sector

Table3

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 25 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 25 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .738 | .724 | 43 |

Reliability test value for private sector is .738 which is more than its standard value. This can be seen in Table-3. This test is also reliable.

Table 4

Summary Item Statistics

| | Mean | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------|-------|---------|---------|-------|-------------------|----------|------------|
| Item Means | 4.024 | 3.310 | 4.573 | 1.320 | 1.382 | .083 | 43 |

Conclusions

From the given results in Table-3 and Table-4 it is concluded that the Mean values of public and private colleges are different which represents the negativity of the null hypothesis. Mean value of private colleges is greater than public colleges which mean that the private colleges have more learning attitude as compare to the public colleges. So public colleges has to improve their learning according to changing environment, because up to date learning is essential for every organization for survival and for gaining competitive edge.

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