

# **Study of the Level of Learning in IT based Organizations of Pakistan**

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**ABSTRACT:** *Significance of learning in current environment for any organization is unavoidable. Now organizations of Pakistan also aware from learning oriented environment. The purpose of this paper is to examine the learning orientation environment in IT based organization of Pakistan on the basis of five disciplines of learning organization given by Peter Senge. Results reveal that the level of learning in IT based organizations is reliable but need more improvement.*

**Keywords:** Levels of Learning, Learning organization, Information Technology, and Pakistan

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In world, different types of organization are performing and providing different things according to the needs of the people. For providing these things, they improve their activities that are reliable for performing best. For getting best results, they introduced different methods. Many organizations depend on learning for getting competitive advantages rather than other organizations. Learning organizations increase the value of their things that they provide.

With the learning organization, employees utilize their human capital that they earn and give something new for getting best results. Learning organizations depend on the employees to see either they are able for learning or not. When the employees of any learning organizations want to learn that's organization learn quickly and easily. With all these activities, organizations perform best and get beneficial results from the employees and take great competitive advantages over others.

Different Organizations have different level of learning in this regard. When learning level of any organization is high that's results are reliable. When any organization that's level of learning is low, they could not get best reward for their requirements. Those things depend on learning needs what the employees need for learning and what the organizations provide. When the organizations provide according to their wants to employees for learning due to this, employees learn better and easily.

For the learning organizations, Senge (2000) provides wide concepts that are helpful for any learning organization in world. He provides five main components that are used in learning organizations. (1) System thinking, (2) mental model, (3) personal mastery, (4) team learning, (5) shared vision. These are the five points that peter M Senge names fifth disciplines. These five points are helpful in solving the problems of organization and maintaining and getting the competitive advantages.

For the success of any organization, learning is main component with that we solve the problems easily that's comes in organizations in different situations. Garvin, Edmondson et al. (2008) provide the practical work for the organization and how we make better learning for organization. According to this, if your organization is learning organization then it can show better results and we make the strong strategies and their steps.

There are many sectors in Pakistan that's following learning process and performing their work. IT sector is one of them that are doing its job with more strong ways. Field of IT provides a great environment for learning because in the Pakistan every organization has competitors for these learning provide main role because

with this sustain and achieve the goal of organization. In past, level of learning in IT sector of Pakistan improved in different situations. This sector provides the great benefits for any department that is related with IT. With passing time, IT sector is providing latest technology that's helpful for getting competitive advantage and to sustain the position of organization.

This study focuses on the peter M Senge's five disciplines. A tool is developing (Al-Qutop, Moh'd Futa et al. 2011) on peter Senge five disciplines for those who conduct twenty questions only that's first in tool according to the requirements.

### Literature Review

With learning, we get competitive advantages and sustain the position of business. Things are seen by whole through system thinking in which different angels are used to see the things (Senge 2000). Supportive learning provides a better result for improving the performance that's come that time when culture oriented organizations follow the learning procedure leads by supporting learning (Marsick and Watkins 2003). When the learning increases, better results are produced that's turnover that the learning is utilized for getting the turnover. When learning is better, we get the best turnover as a reward (Egan, Yang et al. 2004). Buildings blocks: learning from past experience, systematic problem solving, experimentation, learning from others, transferring knowledge. These blocks become the success of any organization that's follows these blocks that's supported by the organization system (Garvin 1993).

Every organization try to create something new rather than other organizations that's comes that time when the existence employees of this organization are willingness to learn in their organization where they perform well. (Kalyar, Rafi et al. 2012). For making organization well, needs the continuous improvements in organizations departments where all the aspects are included that's part of any organization where they provide the incentive employees for improving the organization capability (Pool 2000). Environment of any organization effect by different aspects where some times, it becomes the barriers for learning and sometimes helpful for improving performance. A different issue comes when something is occurring according to the task. Some interventions come to disturbance for work and learning in which polices also intervenes (Edmondson and Moingeon 1998).

Manage the work efficiently and get some change introduced the technology for this, three steps use for making the organization efficient that's depend on

learning aspects. when the learning in technology is better, we do the work and organization's progress is possible due to this, we get some change in our work (Levine 2001). Individual and team learning provide the different results for learning. In group way learning, a different situation comes that's show the strength and weakness in organizational learning. In team learning, a learner learns easily as group of people interact with each other in organization where they work (Blackler and McDonald 2000).

For encouraging the employees' performance, learning organization motivates the employees to perform well. For this, employees or members of any organization get the advance knowledge. With this, their skills improve and they transfer their knowledge(Giesecke and McNeil 2004). For best learning, organization should be able for learning due to this when the employees of any organization has ability to learning and they are willingness of learning. Three blocks are used in this process for providing employee's learning facilities and are helpful for learning organization(Garvin, Edmondson et al. 2008).

Define the learning as a social process in which different steps involve that's make a chain in the process of learning. Best way of learning is that when individual perform for learning, in which the steps of learning become like as process. For learning, get innovation that's comes from new knowledge. Due to this, we make the organization competitive.(Cohen and Levinthal 1990, Jensen 2005). Create new knowledge through the experience that we do on the projects. In this way, we transfer the knowledge and acquire the knowledge with experience that's we make projects with our knowledge that enables for work that's we learn from our experience.(Sole and Edmondson 2002).

### Research Methodology

Data is collected from the different IT sectors in Faisalabad (Pakistan). Different respondents are involved for providing data in organization that's from matriculation to master level. Focus on five disciplines of Peter m Senge where the data is related for their five disciplines i.e. system thinking, personal mastery, shared vision, team learning and mental model. Twenty variables are taken for checking the strength among these disciplines. Likert scale is used by questioner from 1 to 5 that's show the strongly agreed and strongly disagreed. For this, distribute the 60 questioners among the respondents for analysis 52 fill questioners receive from the respondents. Analysis for average, use the Arithmetic mean for acceptance and use Standard Deviation to see the positive and negative results. For checking the data reliability, Cronbach alpha coefficient

is also used that .60 acceptable according to the Sekaran (2004). For taking the result use SPSS software and all the results are taken from the SPSS for putting the data.

### Results

According the appendix table (1) results shows the different results of five disciplines that are their data conducted check the average and Standard deviation for se acceptance and see the relations positive or negative. We get the result that's shows in appendix table (1) Means of these are difference that's one disciplines shows the more results than others four disciplines. Results of average in team learning are 4.121 Shows us that's dimension is going right way that's provide a good result for learning in IT sectors. Learning in IT base organizations are increasing day by day because changes require for every organization for competition. In this dimension IT sector organization is learn better way rather than other four dimensions.

Next dimension is Personal mastery that's show the much better result that's on 2<sup>nd</sup> number for learning that's 3.94 and on third level is Shared vision that's result is 3.904. We can say all the five disciplines provide great rewards on individual levels because their all discipline means is 3. Overall we can say the learning in these organizations is going right way because that's results shows better.

Table (2) shows for Cronbach alpha Coefficient That test is use for check the reliability of data in the SPSS Software that's reliable point is above .60 in which when the result comes from SPSS above .60 that's shows data is reliable. If result is less than .60 the data will not be reliable shows. Now we explain the results comes from data that's reliable or not. Overall reliability of the data is .932 that's show the data more reliable because the reliable point is above .60 that's why we can conclude them reliable.

### Conclusion

As per this study it is concluded that learning in IT based organizations is at reliable stage. All results concluded on the basis of five discipline of Peter Senge. All five disciplines are contributing in organization learning as well. From five disciplines, mean value of team learning is 4.121 that is highest value from all other discipline. It illustrate that the participation of team learning in IT based organizations learning is much more than other disciplines. Other disciplines have to improve for better level of learning in IT based organizations. The scope of this study is limited because data collected from the limited respondents and learning

level of all other organizations cannot elaborate on the basis of this particular study.

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**Appendix 1**

Personal Mastery	Mean	SD
1) My Company is working always for creating and acquiring new knowledge.	4.02	0.804
2) Employees learning are considered one of the important priorities of my company.	3.87	1.010
3) Self-directing learning is expected, encouraged, and rewarded.	3.94	0.608
4) Employees at all levels identify their needed and skills for future work task.	3.94	0.698
<b>Average Results</b>	<b>3.942</b>	<b>.8475</b>
<b>Mental Model</b>		
5) There is a willingness to break old patterns and to experiment different ways in managing daily work.	4.17	0.834
6) Applicable, creative, innovative and risk taking ideas are encouraged and rewarded.	3.58	1.016
7) Employees are allowed to ask questions about current practices, rules, and strategies.	3.25	1.082
<b>Average Results</b>	<b>3.667</b>	<b>.977</b>
<b>Shared Vision</b>		
8) Company's vision and purposes are clear, flexible, communicable, and attainable.	4.25	0.653
9) Employees have common future trends and vision.	4.12	0.704
10) Employees are enabled to participate in strategic management process.	3.35	1.153
<b>Average Results</b>	<b>3.904</b>	<b>.836</b>
<b>Team Learning</b>		
11) Crossfunctional learning teams are always organized on a regular basis.	3.90	0.799
12) Teams/groups have the freedom to adopt their goals and break old patterns of work as needed.	3.77	0.831
13) All team members shared responsibility and are treated equally.	4.23	0.614
14) Teams revise their thinking as a result of group discussions.	3.98	0.610
15) Teams are recognized and rewarded for their achievements as a team/group.	4.42	0.605
16) Teams are confident that the company will act on their recommendations.	4.25	0.738
17) In my company, people cooperate and help each other to learn.	4.29	0.536
<b>Average Results</b>	<b>4.121</b>	<b>.676</b>
<b>System Thinking</b>		
18) My company is considered as one whole system, consists of several integrated subsystems.	4.08	0.682
19) Employees recognize the importance of the complementary performance of their departments.	3.87	0.627
20) The company is perceived as one part of a larger economic and social system.	3.87	0.595
<b>Average Results</b>	<b>3.936</b>	<b>.634</b>

**Cronbach alpha coefficient**

Disciplines as variables	Cronbach Alpha
Personal mastery	.836
Mental model	.770
Team learning	.719
Shared vision	.789
System thinking	.701
<b>Overall</b>	<b>.932</b>