

An Empirical Investigation of Level of Learning in Footwear Industry of Pakistan

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ABSTRACT: *Learning is important for an organization in dynamic environment. Purpose of this paper is to focus all three building blocks given by David Garvin in footwear industry of Pakistan. Arithmetic mean and reliability were used for evaluating the data by using the SPSS. The results reveal that organizations need to improve in all three areas of learning—supportive learning environment, leadership that reinforces learning and concrete learning processes and practices. Self administered questionnaire was used for gathering the data from footwear industry.*

Keywords: Learning Organizations, Building Blocks, and Footwear Industry

Now a day, environment is changing gradually, only that organization is sustained and survives which adapts to changes of environment because dynamic environment creates opportunities to the organization. When organization avails that opportunities, organization may take the sustainable competitive advantage from others and becomes the learning organization. Organization learning is not possible without individual learning; individual learning does not assure organization learning (Senge 1990). Only those organizations achieve successes which continuously learn from the environment. Maintaining the competition, being knowledge based on the management to the customer needs wants and quality improvement of products, having reacting to external pressure.

There are three level of learning these are individual learning, group learning, and organizational learning. Firstly describe the concept of learning organization by Peter Senge in 1990 in the book of “fifth discipline” Learning Organization means where people frequently raise capacity to generate the truly desired result, where expansive and new way of judgment are fostered where people learn, how to learn together (peter 1990). David Garvin and Senge examine the five functions of any learning organization. According to Garvin (1985): “systematic solving of problem, sharing knowledge, learning form others, experiments, learning form experience “and on other side Senge (1994) explain “share vision, personal mastery, mental model, team learning and system thinking”.

Now a day’s learning concept worldwide is used and mostly organization establishes the research and development department. Your organization is close to death if your environment of organization is not to support learning. In Pakistan organizations move to the learning for attain the edge from others. Our study aims to investigate the learning in footwear industry because not enough research is conducted in this area. For the purpose of measuring and assessing of learning through Garvin instrument “Is yours learning organization”. We take the three building blocks, supportive learning environment, concrete learning process, and practices, leadership that reinforces the learning.

Literature Review

Only that organization is learning, where leaders solve the problem of employee in time, participate in the learning activities and listen carefully to their worker (Garvin, Edmondson et al. 2008).The organization has potential relationship between the performance and that leaning (Marsick and Watkins 2003). Deploy the available resources in best way, information share,

create new ideas, taking the risk, perform the job in professional way and learning to time, are easy to open speaking, that all criteria are the learning organization (Kontoghiorghes, Awbre et al. 2005) . Without new ideas are generated, learning is not taking place(Garvin 1985). Knowledge is more valuable asset to other assets of the organization because knowledge increase with passage of time but other assets are devalued (Marquardt 1996).

When leader of the organization shows the own willingness to accept the other ideas of employee, employee feel the motivation to produce the new ideas (Garvin, Edmondson at al.2008).The TQM relay on learning, to understand the environment in the better way, attain the desire competitive edge through the commitment of employees (Terziovski, Howel et al. 2000). Now a days, environment changes rapidly, the leader should improve their capabilities and capacities to perform seven best roles as a change servant agent, system thinker mentor, visionary coordinator and innovator, in that situation organization is made successful (Marquardt 2000). Learning Organization is where, people increase constantly their capacity to produce the desired result, where expansive and new ways of thinking are fostered where people learn how learn to together (peter 1990). When organization learns continuously from changing environment then organization will be capable to take sustainable competitive advantage (Main, Rauf et al. 2013).

In the dynamic environment necessary for organization to remain elastic and can improve the commitment of employees (Kalyar, Rafi et al. 2012). The learning organization is wide range of phenomena which exists, but unlimited to, acquired process of development of individual and organizational adoption (Edmondson and Moingeon 1998). In an organization, new knowledge of learning requires two methods of transformation, one is data to information, and second one is from information to new knowledge (Jensen.2005). People learn from their own experience as well as form others. Organization must learn when learning rate is greater or equal to changing rate of environment (March, Sproull et al. 1991). Learning organization means, where people continually create, share and acquire new knowledge and use it to adapt to dynamic environment (Hitt.1995).

Without learning of individual, organizations not learn, but not a guarantee of organizational learning (Senge). The Learning organization concept is an established one in the management sciences, in the book of “The Fifth Discipline” by peter Senge and other research papers. The best practices and methods are required for learning organization, because the learning organization requires the proper planning (Galer and Van 1992).

For getting learning in the organization the proper process of advice and clear orders are essential (Garvin 1985). Previous research shows the four tools for learning that support development of learning, identifying requirements of learning, environment of learning, meeting these requirements and application of learning (Armstrong and Foley 2003)

Research Methodology

Our study is the investigation of the building blocks of footwear industry in Pakistan. This study sample is attained from Footwear Company, through questionnaire by David Garvin (2008). In this study seven likert scale point is used in first two building blocks and five likert scale point is used in last block in this study. Respondents were from top level and middle level management. To check the reliability of internal data Cronbach's Alpha test is used. Calculated the means of each building block separately and then compared with the table of benchmark score which is used in this study.

Variables and Analysis: We take 59 variables in this study. Those variables contain main three building blocks take which named by (1) supportive learning environment, (2) concrete learning process and practice, (3) the leadership that reinforces the learning

Supportive learning environment: The first block has four parts. (1) Psychological Safety: In this unit, it is easy to speak up about what is on your mind. If you make a mistake in this unit, it is often held against you. People in this unit are usually comfortable talking about problems and disagreements. People in this unit are eager to share information about what doesn't work and what does work. Keeping your cards close to your chest is the best way to get ahead in this unit. (2) Appreciation of Difference: Differences in opinions are welcomed in this unit. Unless an opinion is consistent with what most people in this unit believe, it won't be valued. This unit tends to handle differences of opinion privately. In this unit, people are open to alternative ways of getting work done. (3) Openness to New Idea: In this unit, people value new ideas. Unless an idea has been around for a long time, no one in this unit wants to hear it. In this unit, people are interested in better ways of doing things. In this unit, people often resist untested approaches. (4) Time for Reflection: People in this unit are overly stressed. Despite the workload, people in this unit find time to review how the work is going. In this unit, schedule pressure gets in the way of doing a good job. In this unit, people are too busy to invest time in improvement. There is simply no time for reflection in this unit.

Concrete learning processes and practices: Second block consist five parts. (1) Experimentation: This unit experiments frequently with new ways of working. This unit experiments frequently with new product/service offerings. This unit has a formal process for conducting and evaluating experiments or new ideas. This unit frequently employs prototypes or simulations when trying out new ideas. (2) Information Collection: This unit scientifically collects information on: "competitors" This unit systematically collects information on: "customers" This unit scientifically collects information on: "economic and social trends". This unit scientifically collects information on: technological trends. This unit frequently compares its performance to "Competitors". This unit frequently compares its performance to "best-in-class organizations". (3) Analysis that contains: This unit engages in productive conflict and debate during discussions. This unit seeks out rebel views during negotiations. This unit never revisits entrenched perspectives during argue. In this unit, we frequently identify and discuss core assumptions that might affect key decision. (4) Education and Training which include: This unit received adequate training. Experienced employees in this unit receive episodic training. Experienced employees in this unit receive training when shifting to a new position. Experienced employees in this unit receive training when new initiatives are launched. In this unit, training is valued. In this unit, time is made available for education and training activities. (5) Information Transfer that include: This unit has forums for meeting with and learning from: experts from other departments/teams/divisions experts from outside the organization customers/clients Suppliers. This unit commonly shares information with networks of experts within the organization. This unit regularly shares information with networks of experts outside the organization. This unit quickly and accurately conveys new knowledge to key decision makers. This unit regularly conducts post-audits and after-action reviews.

Leadership that reinforces the learning

1. My boss invites input from others in debate.
2. My boss acknowledges his/her own restrictions with respect to knowledge, information, or expertise.
3. My boss encourages various points of idea.
4. My manager establishes forums for and provide(s) time and assets for identifying problems and organizational challenges.
5. My boss establishes forums for and provide(s) time and resources for shiny and improving on past performance.
6. My boss(s) disapprove of(s) views different from his/her own
7. My supervisor asks probing questions.
8. My boss listens carefully.

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

Research Findings

Overall result shows of means are 60.40. It falls in bottom quartile that show the alarming situation for footwear sector and management not work properly.

Psychological Safety: This element means is 61.09 which fall in 2nd quartile of scaled scores card. Management should be improved operation and create the learning environment.

Appreciation of Difference: The mean of appreciation of difference is 64.43 which lies 3rd quartile of benchmark scores card. Result shows that footwear organization is learning.

Openness to New Ideas: This element mean is 64.36 which fall in bottom quartile. It means management considers initiating an upgrading effort in that area.

Time for Reflection: The result of last part of first building block is 51.71 that lie in 3rd quartile. It means organization maintain its current position and attain continues learning.

The overall result of 2nd building block is 60.074 which drawn in 2nd quartile. It means required the more improvement in education and training process to attain the learning.

Experimentation: The result of this element is 75.57 which lie in 3rd quartile. It means management gives the proper checking of experimentation process.

Information Collection: The mean of this element is 78.57 which falls in 2nd quartile of scaled scores card. Management has poor control on information process but cross the initial stage.

Analysis: The mean of this element is 60.13 which falls in 2nd quartile of scaled scores card. In this section management should be improving function.

Education and Training: The mean of this element is 66 which falls in bottom quartile of scaled scores card. Education and training is more important for learning but in footwear sector it's in initial stage according to scaled scores card.

Information Transfer: The mean of this element is 65 which falls in 2nd quartile of scaled scores card. Communication process is not better. Management should be adopting the best strategy.

The mean of this 3rd element is 74.40 which falls in 2nd quartile of scaled scores card. It means management considers initiating an upgrading the area.

Reliability Result: Our result of Cronbach's Alpha is .751 given in table 1 of appendix. This result lies above the standard of reliability.

Conclusion

This study reveals that the result falls in the second quartile of the benchmark score card. It shows that the need of improvement in this sector for the organization to adapt changes according to the environment. Supportive learning environment lies in the first quartile its situation is bad as compare to the other two aspects. Learning is at initial stage in the supportive learning environment but other two aspects are little bit better as compared to supportive learning environment. The range of the study is not too much, because the data is collected from the limited respondents.

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Appendix

Table1

Total Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.751	.742	59

Block 1

Reliability Statistics

Cronbach's Alpha	N of Items
.626	18

Block 2

Reliability Statistics

Cronbach's Alpha	N of Items
.752	29

Block3

Reliability Statistics

Cronbach's Alpha	N of Items
.654	8

Table-2

S. no.	Building Block	Means
1	A supportive learning environment:	
	1. Psychological safety	61.09
	2. Appreciation of differences	64.43
	3. Openness to new ideas	64.36
	4. Time for reflection	51.71
Total	Average	60.40
2	Concrete learning process:	
	1. Experimentations	75.57
	2. Information collection	78.57
	3. Analysis	60.23
	4. Education and training	66.00
	5. Information transfer and	65.00
Total	Average	69.074
3	Leadership That Reinforces Learning:	
		74.40