Organizational Learning in Textile Industry of Faisalabad

Sumera Naseer & Madiha Ahsan

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Author(s) Biography

Sumera Naseer is MS Scholar at National University of Modern Languages Faisalabad.

Madiha Ahsan is MBA from Riphah International University

ABSTRACT: *The purpose of this research is to evaluate the learning organization in textile sector of Pakistan. The statistical population occurred in all textile sectors and sample cover 50 respondent of textile sector. Data collected by questioner of David Garvin toolkit. These questions are related to three building blocks, Supportive learning Environment, Concrete Learning Processes and Practices and Leadership that Reinforces Learning. Questionnaires were distributed in Faisalabad. The responses inserted in SPSS software for further analysis. Arithmetic Mean, standard deviation and reliability test were applied. It has analyzed that mostly figures in bottom and second quartile which shows that considerable improvement are essential in all categories of learning in textile sector of Faisalabad.*

Keywords: Spiritual leadership, social influence, Charisma,   MCB   bank
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In this era of rapid change those organizations are survives or get higher growth levels that adopt the idea of change. Change is the ongoing process, learning organizations always ready to adopt new ideas, new technology and new methods which differentiate them from their opponents and competitors and help them to create a healthy completion. As per (senge) learning organizations are those organizations where there members of organization consistently use their capacities to get desired outputs.

LO referred to deal with change because learning is necessary to survive in the business world ultimately leaders supports organization to accept changes to get competitive edge. New ideas of employees make change management process successful. Leadership understands the values, norms, believes, process   and demands of the employees to deal with change. Transactional and transformational characteristics are necessary to use capabilities of employees to make them ready for adoption of change   (Nordin 2004).

Learning organization has further five sub systems that are elaborated by (Marquardt 2002) in "Building the learning organization. (1) Learning is very important sub system of learning organization it consists on learning levels, learning skills and organization learning types. (2) Organization is the body or place where all the procedures took place; it further divides in four components, vision, culture, strategy and structure. (3) People of a organization are the ultimate reason of its successes and learning process, not only leaders and manger but employers, customer, business partners even community plays a vital role. (4) Knowledge management is life blood for learning organizations; it includes acquisition, creation, storage, analysis and data mining, transfer and dissemination and application and validation. (5) Technology is also sub system, it enables the organization to share information .These subsystems are interrelated to build a learning organization.

A learning organization always follows the way called consistent improvement and for consistent improvement there are some essential elements called building blocks, (1) systematic problem solving (2) experimentation (3) learning from experience (4) learning from others (5) transferring knowledge (Garvin 1993).

Many researchers have been made on organization learning that tells three broad areas that are essentials to evaluate the organizational learning and adoptive behavior, those are "supportive learning environment, concrete learning process and practice and leadership behavior that support learning".The concept of learning organizations get worldwide fame as world become globalized so organization gather information more

rapidly and give their response without hesitation in positive manner. In Pakistan the organization learning becoming a reason for companies to get a competitive edge, who believes that LO is essential to survive in today's business world. Although many researchers have been conducted on "organizational learning "but in this study the research objective is to examine the "supportive learning environment " in textile sector of Pakistan , by following the toolkit of (Garvin, Edmondson, et al. 2008) " is yours a learning organization".

Literature Review

The research history shows that the concept of learning organization is not a new element peter senge get fame as the pioneer of learning organization, he describes in his own words," Organization where people continually expand their capacity to create the results they truly desires, where new and expensive patterns of thinking are nurtured, where collective aspiration is set free and people are continually learning how to learn together."
To developing the learning organization is not something conducted by individually it includes an organization's collective learning approach, a long term process with three critical sides of cultural dysfunction are fragmentation ,competition and reactivates are dwell apart strategies that dwindled effectiveness. These are deeply rooted, new thinking process, sentiments or feelings or a new theory of relativity is needed to cope up these problems (Kofman and Senge 1993). Learning is a practice through which a organization fully change its setup to gain new knowledge (Hitt 1995).The idea of after action reviews (AARs) not effective if teams repeating their mistakes. It should be adopted as ongoing process to gain competitive edge.

Author recommends the (BARs) before action reviews too,(Darling , Parry et al.2005) to gain more benefits of (AARs).As learning is the continues process and as competition and rapid changing forces the organizations to be adoptive towards change upgrade their skills and made a place in market (Shabbier 2009).

Studies shows that in manufacturing sectors creating supportive learning environment is the first priority so the working force get informed by rapid changing environment that is helpful for to boost the learning skills of workers (Bessant and Tsekouras 2001).

As changing factor the essential part of environment and that organization that adopt change in their criteria get more comparative advantages. And by getting environmental inspiration some manufacturing firms starts training session that could up lift their output levels up to 17 percents (Dearden, Reed et al 2001).

Enhancement of supportive learning environment is like life blood for both private and public sectors. A study on both sector shows that public sectors have to do more efforts to create a supportive learning environment as compare the private sector, where supportive learning is already in practice (Ali , Bajwa et al). The leadership of manufacturing and services sector organizations shows lack of supportive behavior towards learning environment (Rasheed , Ali et al).

 At the uncertain stage economy only those organizations ultimately survive those learn rapidly from the environmental changes. (Ummar Lodhi et al). An organization which learns well performs well because learning is essential (Main, Rauf et al 2013). By taking the experience as a base a learning organization produces capabilities and procedures and uplifts their performance (Hult and Ferrell 1997, Calantone, Cavusgil et al 2002).

Up to a specific level every organization is a learning organization but the thing which differentiates them capability of learning more and learning faster (Mai and McAdams 1996).

They use to search out and resolve conflicts and upgrade employee's capabilities or skills (Garvin, 1985). In the views of different scholars, learning organization is attached with the advancement of the knowledge and information to increase their expertise and operational matters (Hurley and Hult 1998). Lack of interest of leadership in the adoption of new knowledge proves discouraging example to their employees to adopt new knowledge and to get introduce with advancement of information.

There are many factors that influence the outcome of the organization. The latest leadership characteristics plays vital role to up bring the outcomes of the organization. As leaders always aspire to inspire the followers so, transformational leadership is one of the latest ways of leadership by which workers, participants and leaders of an organization busy in their learning process together to encourage each other (Noruzy, Dalfard et al 2013).

Leadership and learning goes parallel because leadership is a medium of organizational change adoption factor. Shared leadership is a new type of change agency and individuals and leader and experts are known as change agents in system learning process that shared by members on the bases of leader's vision (Caldwell, 2003).

Organizational performance is determined by the strategic leaders and visionary leaders show their effectiveness in organizational performance they use to

prefer downward communicational mode. Top management gives the core idea of performance. Most important phase of organizational performance is of handling the change by tactful behavior to control the inertia situation. Visionary leaders have specialized skills so they not only tackle the cognitive inertia but overall organizational inertia as well (Agle, Nagarajan et al 2006). Leaders have traits of consistency and multidimensional sites of organization they gain central position to determine the organizational success. The behavior of leaders influenced by experience, leader's knowledge, personal qualities and sett of believes, the values and norms and his culture identity (Murphy, Elliott et al , 2007). Moreover if the employees learn more the organization will grow. The leadership force inspires the whole organizational performance (Antonacopoulou 2006)
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As the learning tasks are settles by the influential peoples of an organization like leaders. The leadership studies have two dimensions of conceptual frame work, one is school leader ship and the other is team building through which the leader influences the school learning. School learning has influence on the ultimate outcome of the organization (Bass 2000).

Industry/Sector

This study was being conducted in Leading Textile industry of Faisalabad. It needs to have an effective learning model to serve and lead in running competitive era as this is mostly export oriented industry and taking massive contribution of overall exports of Pakistan.
Niagara Textile Mills is selected for the data collection. This is the fastest growing industry of Faisalabad and considering important organizational learning thru different projects. We are going to discuss Garvin's building blocks to test the effectiveness by measuring level of learning with comparison to benchmarked parameters.

Methodology

We do have collected data on the basis of one-shot and gathered information from middle and top level management particularly at Productions Department of Niagara by using Garvin's questionnaire from all the 3-perspecives of organizational learning In this research primary data was being collected by using Garvin's standard questionnaire contains 55 queries of 10-variables, being categorized in 3-building blocks. Questionnaires were being given to 65 employees but we received proper and productive response from 40 employees only. So, this study is based upon the responses of 50 employees thru questionnaire and verbal discussion with 10-managers from different levels.

We have applied Reliability test, Standard Deviation and Mean to analyze collected data by using SPSS v.20.

This study will be supporting us to identify successful and practicable learning model for organizations in upcoming dynamic and challenging era.

Variables and Findings

To become an organization into a learning organization, learning oriented environment is necessary. Supportive learning environment has four aspects.
1) Psychological Safety
2) Appreciation of Differences
3) Openness to new Ideas
4) Time for Reflection

These four dimensions included supportive learning organization. The collective entity of these four dimensions ensures that there is supportive learning in an organization. These dimensions have eighteen variables. Each of them tested through Likert scale.

In this table the figures shown the reliability of respondent are .856 and the standard level of reliability is above .7, our table is reliable and fit.

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded	0	.0
	Total	50	100.0
a. List wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.856	65

This research contain 10-variables model of organizational learning being introduce by David Garvin. It consist of three portion called building blocks and all the 10 variables in 3-building blocks are correlated to each other and showing strong relationship. Attached table of empirical analysis contains info in terms of minimum and maximum scaling for this test, Arithmetic Mean, Standard Deviation and average scores for each variable and this info is based upon the data being collected thru 40-research questionnaires responded from Niagara at employees in alignment to feedback on environment, policies and procedures and involvement of management with respect to organizational learning.

Research Findings

Below given table is showing results of data being collected thru questionnaire and analyzed by using SPSS to test the organizational capabilities, effectiveness and its remaining potential.

	N	Minimum	Maximum	Mean	Std. Deviation
Psychological Safety	50	2	6	4.62	.921
Appri_Diff	50	2	6	4.27	1.011
Openness	50	2	6	4.61	.839
Time Reflection	50	3	6	4.42	.770
Experimentation	50	2	7	4.30	1.013
Information Collection	50	2	6	4.40	.899
Analysis	50	3	6	4.19	.732
Education Training	50	2	7	4.59	1.147
Information Transfer	50	1	6	3.94	1.002
Leadership Reinforce	50	3	6	4.55	.738

Descriptive Statistics								
Sr#	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Average Scores	Variable Strength
Supportive Learning Environment								
1	Psychological Safety	50	2	6	4.62	0.921	66	Bottom Quartile
2	Appri_Diff	50	2	6	4.27	1.011	61	Second Quartile
3	Openness	50	2	6	4.61	0.839	66	Bottom Quartile
4	Time Reflection	50	3	6	4.42	0.77	63	Third Quartile
Concrete Processes and Practices								
5	Experimentation	50	2	7	4.30	1.013	61	Second Quartile
6	Information Collection	50	2	6	4.40	0.899	63	Bottom Quartile
7	Analysis	50	3	6	4.19	0.732	60	Second Quartile
8	Education Training	50	2	7	4.59	1.147	66	Second Quartile
9	Information Transfer	50	1	6	3.94	1.002	56	Bottom Quartile
Leadership Re-enforcement								
10	Leadership Reinforce	50	3	6	4.55	0.738	65	Bottom Quartile

Following by Garvin's 3 building blocks as benchmark, we do have concluded following results after data analysis:

Building Block 1: Supportive Learning Environment

- Psychological safety scoring 66% which falls in bottom quartile
- In appreciation of differences scoring 61% which falls in second quartile
- In openness of ideas scoring 66% which falls in bottom quartile
- In time for reflection score is 63% which falls in third quartile while.

Building Block 2: Concrete Processes and Practices

- In experimentation score is 61% which falls in second quartile.
- In information collection score is 63% falls in bottom quartile.
- In analysis of information score is 60% falls in second quartile.
- In education and training score is 66% falls in bottom quartile.
- In information transfer score is 56% falls in bottom quartile.

Building Block 3: Leadership Reinforcement

- In leadership properties score is 65% falls in bottom quartile.

Conclusion

Learning organization made a place is today's business world it is necessary for every organization either they are in public sector or private sector or related to the manufacturing or service oriented. Although many research papers have been made on this topic but this research paper will prove one of the great contributions in this field and it further numerically analysis the supportive learning environment in the textile sector of Pakistan.

There is a positive relationship between Learning Organization elements (individual, Team, organizational learning practices, clarity of vision mission, leadership commitment and Empowerment, experimentation and knowledge transfer) and performance of organizations. It is observed that after analysis "Supportive learning environment" first building block of an organization at its primary stage that needs enhancement in textile sector of Pakistan. Out of four dimensions of the supportive learning environment, only one dimension that is "Time for Reflection" falls in third quartile it means it's much better. Other dimensions need enhancement to build a supportive learning environment for learning oriented organization. The scope of this study is not too broader, because the data collected from limited respondents. Same results of this study cannot be applied to all organizations because of limited respondents

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