

# **Individual versus Team Learning: A study of beverages industry of Pakistan**

Saba Mumtaz Khan

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## **Author(s) Biography**

**Saba Mumtaz Khan** is MS Scholar at National University of Modern Languages, Islamabad

**ABSTRACT:** *The individuals and teams are milestones for the success of an organization. In the modern age, those organizations are successful which are learning organizations. An organization will be learnt if its employees individually and collectively learn from its system, structures and environment. In this study the effect of individual learning and team learning on the organizational learning is analyzed. The two MNCs are selected "Coca Cola Beverages Pakistan Ltd" and "Pepsi Cola international". It is an exploratory study in which sample size of 50 respondents from both companies is selected including individuals and team members. The regression analysis is run in SPSS. The results showed team learning more significantly affect the organizational learning as compare to individual learning. However, organizational learning is dependent on both of them individual learning and team learning.*

**Keywords:** Individual Learning, Learning Organizations, Team Learning, Organizational Learning, Individual's behaviour, and Team behaviour

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The individuals and teams play a vital role in the development of an organization. The process of learning is commenced from the idea of how an organization will be run. For the success of an organization behavioural patterns of human beings are worthwhile. According to (Senge, 2000) individual learning is basis of organizational learning without it organizational learning is not possible. (Marquardt, 1996) learning is achieved by continuous change in the behaviour of an organization. The continuous change is usually considered less important or even some times ignored. This change is brought by organizational members at all levels. The contribution of operational and conceptual Learning of individuals is considered at large level due to this overall learning of the organization is shifted upward. If experienced and skilful employees have psychological safety of their jobs then the organizational learning is possible. (Garvin, 1985) fifth building block of learning organization is learning from own experiences. It refers individuals and team members learn from day to day experiences and programs.

A large number of factors affected the learning behaviours of individuals at their workplace such as their personalities, thinking styles, skills and experiences contributed. In group learning the positive attitudes, knowledge sharing, participative behaviours and belongingness required. Organizational systems and structures also managed by members of the organization. (Denison, 2004) the coordination, agreement and core values participated much in organizational learning.

Interpersonal skills and knowledge develop the learning among groups, teams and individuals. (Denison, 2004) laid emphasis on individual's empowerment, and team orientation for effective learning. However, only innovative and participative behaviour of members does not enough for overall learning. A number of other factors have influenced on organizational development. (Senge, 1997) described "personal mastery" and "team learning" of employees. The individuals and teams do work with full potential in their jobs if organizational atmosphere is favourable for them such as job safety, adequate facilities, career opportunities, and etc are available. (Marquardt, 1996) argued knowledge and learning are real assets of the organization. The learning organizations preferred the skilful and knowledge oriented individuals.

This study will explore the significance of learning behaviours of individuals and work teams and will also elaborate how an organizational learning dependent on its members learning skills. Teams permit an organization to involve in radical and incremental

learning, which is required in competitive environment (Edmondson, 2002). It is an quantitative study which clearly analyzed the obstacles existed in behavioural patterns of employees at single and group level, how these problems affect the overall learning process of an organization.

### Industry and Sector

For the analysis of this study two MNC are selected but this study is conducted on their subsidiaries situated in Pakistan. The "Coca Cola Beverages Pakistan LTD" and second is "Pepsi Cola international". It is an exploratory study in which data is collected through questionnaires. The coca cola company is enjoying the boom stage of their business in Pakistan. One of the major reasons of its success is training and learning skills are provided to employees at national as well as international levels. The "Pepsi cola international" performance is worthwhile due to its strong organizational structure. This company is enjoying maximum profitability due to its well skilled and experienced employees. To analyze either here is trend of team work or individual learning and their behavioural patterns which are affected by their actions/reaction. Employees of it developed interpersonal skills due to sufficient facilities provided by management. This study is explored how learning of employees has a significant relationship with organizational learning.

### Literature Review

This study focused the relationship among exploration of new possibilities which are derived from individual learning and exploitation of old certainties which are majorly concerned with team learning. Games laid emphasized on two situations of learning in the organization. The first was leaning among members for the overall goal of the learning organization. The second was learning in individuals for competition in primacy. Learning is concerned with cost and benefits of the organization the time and space which are given to its individuals and groups.

A large number of factors affect the learning in the learning organization. It was a qualitative study and concluded that the adaptive processes are effective in short run but harmful in long run periods of learning. However allocation of resources in the organization is a major issue. Usually organizations fail to appropriately segregate the resources among all functional areas. (Tanyaovalaksna, 2011) the learning oriented organizations focused on highly their goals and tend to be more innovative. The learning will be high if employees are well-skilled and resources are also provided to them.

Brian p. (1995) provided a theoretical framework in his study of individual learning process in the organization. According to him changes, adaptations and learning are made under the shelf of organization. The author developed a framework in which organizations worked as knowledge system. Kasvi (2002) Marquardt (1996) "organizations depend on specialized Knowledge of their employees". This study based on this model which is concerned with sociology knowledge. The focus of this study is on theoretical framework on small engineering company. This company used a new information system to enhance their communication capabilities. Conventional theories of organizational learning indicated that information systems reduce the costs and save the capital of an organization. However, knowledge systems have influence in individual as well as group learning. The information systems affect the knowledge systems in an organization.

Edmondson (2002) conducted study on the significance of team learning in the organization. According to him team learning created potential and enthusiasm among members of the learning organization. Senge (1996) organizations which pay attention on system thinking tend to be grown more rapidly. Organizational learning is nothing even if its teams and individuals have not thrill of learning. For the analysis a sample of 12 organizational teams was selected and data is collected through observations and their records. It was a qualitative study used to analyze two main parts of collective learning. The first is their actions to bring change and second is willingness of teams how they permit organizations to learn. How the changing environment respond to them. He concluded that team member thoughts and ideas have impact on efficiency of teams. This ability will stimulate to learn them and new changes will be emerged at organizational level. This study has significant contribution in the literature and will also helpful for this study.

Ellis et al (2003) conducted a study on individual and team learning which was related to their psychology. This studied tested a scenario that how much influence of individual and interpersonal variables on the knowledge. The authors examined the effects of cognitive ability, willingness of doing work and workload pressure on team members. A sample of 109 four-project group was taken. It was concluded that individuals in teams learn more by their cognitive ability and when workload is equally distributed among them. On the contrary, when the members of team are extremely agreeable then team learning is badly affected. This study contributed much in the literature of learning of individuals. They further concluded that teams should used paired structures for better learning.

The theoretical discussion was made and guidelines and directions are also specified for future researchers.

Mahwah & NJ, (2006) discussed learning is required in organizations due to dynamic environments, information technology, high competition and globalization. The learning organizations primarily focused on suitable environments for their employees. Garvin and Edmondson (1993) described Building Block "supportive learning environment" focused here. On the other side, members of an organization are primarily responsible to adopt and execute changes through learning. These factors enforce individuals and teams to learn better for their job safety and stimulate them for learning for long term organizational survival. His study was qualitative and contributed much in previous research. This study focused on "knowing about" rather than "how knowing". The basic purpose of this study is to communicate the meanings of individual, group, and organizational learning. The continuous learning is a key of success of an organization. The organizations are dependent on their teams and groups efforts and learning.

Kirschner et. al. (2009) conducted a study on the comparison of individual learning with the collaborative learning environment. Their study discussed individual learning do not much effective and useful where achievement of the goals is necessary. While as groups learning is beneficial for an organization. Especially when complex tasks and projects have to fulfil then division of workload is worthwhile. Division of tasks reduce workload and cognitive pressure from the group members. Through segregation of groups, costs of projects are reduced. In the cases of more complex conditions, information gathered and proceeds for better results by groups. However, in less complex conditions the individuals learning is more appreciated. Findings and results of this study are worthwhile and contribute much in literature.

Catharines (2010) conducted a quantitative study on the relationship of individual and group learning. This study demonstrated these learning concepts on the basis of organizational learning. March and Sutton (1997) Organizational researchers take organizational learning as a dependent variable because it measures performance. The surveys were conducted for collection of the information on individual, group and organizational data. The primary data was collected from medical sector. The regression analysis and canonical correlation were used to find the relationship among individual learning, group learning and organizational learning. The results indicated there was moderate relationship among individual learning and group learning. There was weak relationship among

individual, group learning and organizational learning. However, all the results were significant. This study is helpful of future researchers in finding new facts and figures. It is also supportive literature for this study.

Senge (1990) described “Mental Model” ability of an individual how he understand the situations at workplace. How he is managed the resources and recombine the information in an efficient manner. Beers et al (2006), kirschner et al (2008) described group learning required conversation and transformation of ideas and thoughts. This study focused on these two different approaches and suggested distinguishes scenarios for different conditions in the organizations. It contributed much in the learning literature of the organization. Ann. (2007) Literature on Organizational learning is mainly categorized into two types’ corrective learning and transformational learning.

### Methodology

The individual(s) learning and team learning are independent factors because the members seek anything and acquire knowledge without any constraint in organizations. So in this study individual learning and team learning of these two MNCs are taken as independent variables because we want to check their impact on organizational learning so it is taken as dependent variable. There are three construct variables in this study first is individual learning second is team learning and third is organizational learning each one consisted on 12 questions. The analyses are run in SPSS version 20. These constructs are measured by taking the means of their relevant questions. Then a statistical technique multiple linear regression is applied on these variables. The F-test is also used here. This statistical technique is indicated how much organizational learning is associated with individual learning and team learning in “Coca Cola Beverages international” and “Pepsi Cola International”. Which one has greater influenced. This technique will also predict organizational learning and identify the relationship among variables.

### Data Collection Method

This study has practical and theoretical significance but learning can be assessed efficiently by primary resources. So the data is collected through primary resources. The data is collected through questionnaires. The questionnaire is taken from “*Team Assessment Questionnaire* Quality Values Research and Consulting Services”. It is a quantitative study in which construct variables are measured by respondent’s answers. Total sample size of 50 respondents is selected the questionnaires are filled in face to face meetings. Each questionnaire has 40 questions which were asked on the

basis of 5-point summative response scale. The strongly disagree, agree, undecided, weakly agree and strongly agree. In this sample individuals and team members are included of the “Coca Cola beverages Pakistan” and “Pepsi cola international”. The information is gathered individually from individuals and group members.

### Hypotheses

H1: The individual learning and team learning have association with the organizational learning.

### Results and Interpretation

$$OL = b_0 + b_1 (IL) + b_2 (TL)$$

OL = Organizational Learning

$b_0$  = Intercept

IL = Individual Learning

TL = Team Learning

**Table 1.1**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 <sup>a</sup>	.724	.620	.21552
a. Predictors: (Constant), team learning, individual learning				
b. Dependent Variable: Organizational learning				

The Table 1 showed that the 72% change in organizational learning is occurred due to individual learning and team learning in these two companies. These independent variables affect 72% to organizational learning.

**Table 1.2**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.098	2	.049	1.057	.002 <sup>b</sup>
	Residual	2.137	46	.046		
	Total	2.235	48			
a. Dependent Variable: Organizational learning						
b. Predictors: (Constant), team learning, individual learning						

Table (1.2) showed the F-test value which is compared with the level of significance alpha value < or = 0.05.

The value of F test = .002 less than p value so we reject our Ho. The value of F test shows results are significant. So we accept H1

H1: The individual learning and team learning have association with organizational learning.

**Table 1.3**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.358	.707		3.336	.002
1	individual learning	.348	.152	.421	.975	.000
	team learning	.458	.149	.640	1.065	.002
a. Dependent Variable: Organizational learning						

The table 1.3 showed that T-test values individual learning sig = .000 and team learning sig = .002 are less than P = 0.05 value. So these variables significantly affect the organizational learning. The unstandardized coefficient (B) of individual learning (B) = 34%. It means one unit change in individual learning 34 units will be increased in organizational learning in these two companies. Similarly, one unit change in team learning will be increased 45 units in organizational learning. The Standardized Coefficients (beta) tell about overall prediction. Here, Team learning of these two MNCs is a strong predictor because its beta value is high 64%. The team learning is more significantly affect the organizational learning in Coca Cola and Pepsi cola international.

### Conclusion

The individual learning and team Learning are nearly associated with organizational learning the individuals play an important role for the overall learning in Coca Cola Beverages international as well as Pepsi Cola international. Their interpersonal skills, knowledge, and innovative thinking is contributed much in the learning of these two companies. For the initial steps of organizational learning individual's skills, abilities and capabilities are highly required. This study also explored team learning is highly associated with organizational learning of these two companies.

This study also explored the trend of team learning and its practice is highly correlated with the learning and success of Coca Cola Beverages International and Pepsi Cola International. The participation of teams in learning

is more worthwhile and valuable because ideas and visions are shared and accumulated at single point in this way the overall goal of the organization is more broadly protected. The teams members not only learn from own experiences but also learn from the behaviours, knowledge, and experiences of each other. The learning of the organization is not possible if any one of both of them is absent. For the development of an organization learning is not a path but it is also a key of success.

The organizational learning of "Coca Cola Beverages international" and "Pepsi Cola International" is primarily depends upon individual learning then team learning. Findings and results of this study are worthwhile and contribute much in literature.

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