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LEARNING ORGANIZATION AND ITS IMPACT ON ORGANIZATIONAL EFFECTIVENESS: A LITERATURE REVIEW

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ABSTRACT

Learning Organizations drive collaborative atmospheres like no other type of organizational approach. Furthermore, and perhaps more importantly, they involve simply doing the right thing and also include giving people hope, increasing satisfaction in the workplace, generating creativity and idea sharing, leveling vertical hierarchies, and augmenting participation, which helps in increasing the organization effectiveness. Learning organization provides an opportunity for an individual to grow in his overall personality and thus, contributing to Organization effectiveness. The objective of this study is to study about the Learning organizations and its contribution towards the organizational effectiveness and also the analysis of relationship between learning organization and its impact on organizational effectiveness. With the help of examples/observations/propositions from previous academic researches, the attributes of learning organization and its linkage with the organization effectiveness is depicted. It can be proposed that maintaining an environment of learning among the employees within the organization is of utmost importance and which ultimately leads to the organization's effectiveness as a whole.

KEYWORDS

learning organization, organizational effectiveness.

INTRODUCTION

Aydin and Ceylan (2009) described "learning organizations as an organization capacity to develop capabilities to acquire new information and convert that information into knowledge". It is a combined process of internal and external organizational systems alignment, culture of learning, including an emphasis on exploration and information, open communication, staff empowerment, and support for professional development. Learning organization may become the only sustainable source of competitive advantage. Learning organization is responsible for building an organization.

Jackson (2006) defined that the need for the organizations to learn as holistic entities became more pronounced with the onslaught of globalization, favoring learning organization as a means of creating competitive advantage.

Peter Senge (1997) identified a learning organization is where (i) expansion of the employee's capacity so as to increase the results of the organization, (ii) thinking patterns, where (iii) aspirations of the employees, (iv) learning is continually done in an organization. It takes a lot of commitment to build a learning organization. There are 5 characteristics of a learning organization: Systems thinking, personal mastery, mental models, building shared vision and team learning.

Kontoghiorghes, Awbrey and feurig (2001) described the measurement variables for learning organization which is used earlier in various studies/researches and still is used by many research scholars. The learning organization dimensions given are: emphasis and rewards for learning; learning transfer climate; information sharing and management practices; risk taking promotion and reinforcement; high performance team environment; knowledge management and information, facts, time, resource availability to perform the job in a professional manner. Emphasis and rewards for learning explains that the employees were rewarded by the organizations for their capacity of learning, their performance and new ideas. Learning transfer climate depicts that the employees are functioning in a conducive environment for training transfer and learning is a continuous process. This factor is thus called "Positive training transfer and continuous learning climate". Open communication and information sharing is characterized by open and constant communication among units, level and employees. Support and recognition for learning and development depicts that the employees receive support and encouragement and gives opportunities for growth, as well as gain recognition for the application of new learning in their job. Information sharing and management practices is dealing with the employees are given all the materials, equipment's, facts, information, support, and time so as to perform their job in a manner which is professional. Risk taking promotion and reinforcement establishes the organization's promotion of behavior's which risk is taking. High performance team atmosphere has outlined the extent to that the worker was functioning in an exceedingly team based mostly environment at intervals that the team members are actually committed to the success and growth of every different and are willing to place in effort on top of the minimum needed. Knowledge management delineates the extent to that the workers was expected to manage his/her own learning, had all necessary skills and information to perform the work at expected level, had influence over the items that confirm however the work is completed, similarly because the extent to that technologies were utilized by the organization to capture and distribute the necessary knowledge to people who would like it.

Organization effectiveness is described by Richard (2009) as the effectiveness of the organization is connected with the interior performances outcomes. Organization effectiveness is important to success in any economy. Effectiveness of the organization can facilitate in achieving meant goals through communicative competency and ethics. Organization effectiveness additionally facilitates within the overall development of a company.

Ortiz American state Guinea (2005) delineate that an effectiveness of the organization is once however booming associate degree organization is in terms of satisfaction with the work and therefore the impact of it on the people and therefore the organizations.

Mintzberg (1991) recommended that effectiveness of the organization can occur once the interaction of seven basic forces; direction, efficiency, proficiency, innovation, concentration, cooperation/culture and competition/politics are managed effectively. Effectiveness of the organization is measured in terms of 4 indicators; client orientation, worker satisfaction, commitment within the organization and monetary and growth performance. Client Orientation includes the marketing is obtaining nice importance for the corporation's day by day that facilitate them to extend their profits. The market familiarized corporations perform serious analyses for the selling construct. Deshpande (1993) outlined "customer orientation is that the set of beliefs that puts the client into the middle, whereas not excluding those of all different stakeholders like house owners, managers, employees, so as to develop a long-run profitable enterprise". Therefore, the organizations use the client data to forecast the long run desires of them. Lawler (2003) argued that "a firm's hour strategy ought to be focused on developing skills and guaranteeing motivation and commitment". During this statement, guaranteeing the motivation' worries with the worker satisfaction. That's why; the satisfaction of the workers takes on other importance. Organization Commitment is wide accepted that structure commitment is that the psychological strength of the linkage of a member to his organization within the literature. In step with Meyer associate degree Allen "a worker will at the same time be committed to the organization in an affection, normative, and continuance sense, at varied levels of intensity". Monetary and Growth Performance is that the live of a firm's monetary health and therefore the growth performance is said with the rise within the volume of sales, variety of workers and new product compared to previous periods. The monetary and growth performance may be a concrete indicator that informs regarding the strength of a firm.

OBJECTIVES

The following are the objectives of this research paper:

1. To review learning organization and its impact on Organizational effectiveness.
2. To investigate the relationship between learning organization and Organizational effectiveness.

REVIEW OF LITERATURE

LEARNING ORGANIZATION AND ORGANIZATIONAL EFFECTIVENESS

Chi (2010) explored "the effects of learning organization practices on commitment and effectiveness in Taiwanese little and medium-sized enterprises (SMEs). The results prompt that learning organization practices is viewed as a very important antecedent issue for structure commitment, further as for effectiveness of the organization. It's a moderately positive association with structure effectiveness and a powerfully positive relation with structure commitment. Moreover, the link between commitment and effectiveness is reciprocal however not equal. Organization commitment features a moderately positive impact on effectiveness; but, structure effectiveness features a weak positive influence on commitment".

Aydin and Ceylan (2009) ascertained that a company that features a high level of LO could have higher level of worker satisfaction which can successively improve the money and growth performance of such a company resulting in positive effectiveness within the organization. Also, a company with high level of LO would have abundant data resources embodied in its workers and embedded within the organization. It's thus essential for high management and managers to put larger stress on data creation and data sharing through numerous means that to encourage learning activities that successively may contribute to improvement of the organization's innovation capabilities and competitive advantage.

Zink (2008) analyzed that however the educational Organizations will drive organization effectiveness. The most theme of Learning Organizations is that the productive organizations should frequently adapt to and conjointly learn thus on reply to changes absolutely within the setting and grows.

Harris, Mowen, and Brown, (2005) indicated that learning orientations features a robust influence on employee's satisfaction with the task and their talents to brazenly accepts the challenges and commitment towards the organization that results in organization effectiveness.

Hasan (2006) studied that organizations with a powerful learning orientation usually have a simpler educational program in system (IS) implementation and their effective educational program, in turn, drives higher user satisfaction and overall IS effectiveness, as in it contributes to the organization effectiveness.

Lopez, Peon, and Ordas (2006) examined the linkage among practices supported high performance, learning organizations, and therefore the business performances. However, they detected that practices supported high performance had a positive result upon organizations learning. Therefore, per Lopez ended that it's important to clarify regarding learning organizations and organizations effectiveness.

Farell and Movando (2004) proven that learning organizations conjointly results in effectiveness and originality.

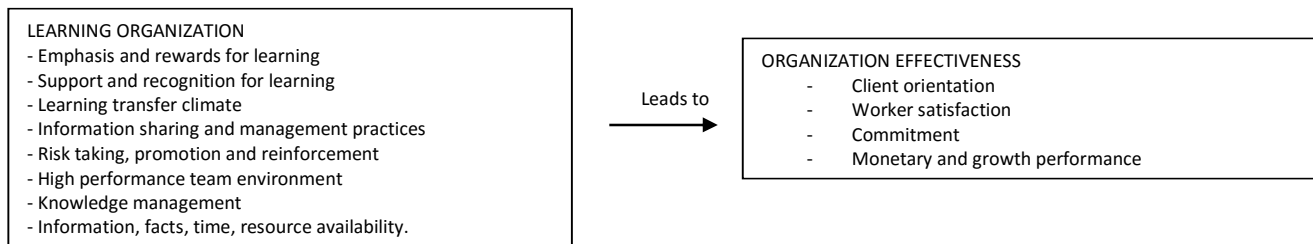
McDonald (2002) argued that learning prospects features a robust influence on the originality of Associate in Nursing business person for little and medium sized companies. Also, it absolutely was expressed that learning organization makes business method reengineering (BPR) easier for organizations effectiveness.

DeLone and McLean (2003) studied on learning organization (LO) and its impact on effectiveness. It's found that once there's a powerful learning culture inside a company, companies will simply face the new challenges. Learning organization affects the performances of its worker and satisfaction with the introduction of latest technology and its implementation.

Murray & Donegan (2003) examined the linkage between learning organization practices and structure effectiveness helps folks discover why issues are seen in an exceedingly one-dimensional framework, motility queries of the present systems and difficult and questioning paradoxes as they occur.

Lindley and Wheeler (2001) studied that a once organization is in a position to find out quicker than it's solely property competitive advantage over different competitors and so to the structure effectiveness and it is also a challenge for the assumptions of business organizations theories.

FIGURE 1: THE FOLLOWING FRAMEWORK IS DRAWN BASED ON THE LITERATURE REVIEW STUDIED.



RECOMMENDATIONS/ SUGGESTIONS

It was found that learning organization have a great impact on the Organizational effectiveness. But the recommended steps which an organization must follow in order to maintain a cordial learning environment within the organization is through the senior managers which should regulate data creation and data sharing among the employees within the organization, this will help in bringing the innovation capabilities, increasing the competitive advantage. It is also shown that the employees should continuously adapt to and learn for the organization effectiveness. Also, it is highly recommended that learning organization can be achieved with the introduction of latest technology and its pertinent implementation. Because when a new technology is introduced, this encourages the employees for learning, eventually leading to innovation and thus a healthy learning environment is maintained. Organizations which are learning oriented are much ready to reconfigure their various robust designs and resources, brings in the new opportunities for the employees and the organizations at large, thus contributing in organizational effectiveness.

CONCLUSION

It can be concluded that the learning organization has a great role in the effectiveness of an organization. Various studies have shown that a high level of learning organization increases the satisfaction of the employees and which ultimately increases the profits of the organization, leading to positive organizational effectiveness. This also improves the growth of the firm in a highly competitive environment. Learning organization also helps in bringing the originality within the organization and originality brings in the innovativeness amongst the employees so that the new ideas, methods and procedures of doing a particular work is simplified and often new ways are developed to do it.

Learning orientation within the organization helps in increasing the employee's satisfaction towards the work, the employee feels motivated and accepts the new challenges, bringing in the innovation and eventually the commitment towards the organization is increased at a faster rate leading to organizational effectiveness. If the employees are committed to the organization, he/she relates with the organization and put their maximum efforts in the benefit of it because then, the employee perceives organization success as his own success. Eventually in the process, at the end the major objective of the organization becomes easy to realize which is to have maximum profits, maximum market share and the organization tends to have a competitive edge over its competitors. Thus, the organizational effectiveness is achieved with the learning organization. Studies have revealed that the Organizations which are favoring learning environment usually have simpler education programs and drives higher satisfaction among the employees and organizational effectiveness. It is also observed that when organizations have practices supporting learning atmosphere within the organization, they had a positive effect on Organizations performance and effectiveness.

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