



IMPACT OF ORGANIZATIONAL LEARNING ON ORGANIZATIONAL COMMITMENT IN IT SECTOR

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ABSTRACT

From the literature review, organizational learning, organizational commitment and work performance are positively related. In this paper we attempt to examine the relationship among the above variables using a sample of managers working in IT sector in Hyderabad. Organizational learning and organizational commitment were positively related to work performance. Organizational learning facilitates the employees to get updated with new technologies and make their work easy to perform. A continuous learning environment will make employees motivated and committed to achieve goals and improve performance.

Key words: Organizational Learning, organizational commitment and work performance.

INTRODUCTION

In the present time, Organizational learning is becoming a need rather than choice. "If the organizations ignore learning then they are at the start of their demise" (Montes, Moreno and Morales, 2005; Probst and Buchel, 1997). Many companies consider organizational learning as a core capability and a strategy for organizational success (Spicer and Sadler-Smith, 2006). For long-term market survival, achieving competitiveness and greater performance depends on the capacity of the organization to match the continuous environmental changes (Montes et al., 2005). In recent years organizational learning has got attention, prominence in the management studies. There is a little empirical evidence in support of the positive relationship between learning and work outcomes (Lopez, Peon and Ordas, 2005).

Though practitioners and scholars have clarified the relationship of learning with performance outcomes, there is a need to explore the interactions of Organizational learning with organization culture, employee learning and organizational outcomes (Egan, Yang, and Bartlett, 2004).

Literature Review

As the study attempts to focus on the relationship between organizational learning and organizational commitment, the major insights are drawn from the work of Kanter (1968). This study has proposed cognitive orientations and evaluative orientations as the factors that affect commitment. High involvement of employees will lead to increase in commitment (Kanter, 1968). The organization learning impacts both commitment and employee interactions with higher involvement (Brooks, 2002). Participation in knowledge sharing activities will impact organizational commitment (Hislop, 2003). An empirical study on teachers have provided an evidence that organizational climate has a considerable impact on job satisfaction and organizational commitment (Oaiser, 2015).

Learning organization practices has an positive effect on perceived organizational commitment and perceived organizational effectiveness. Structural Equation Modeling was used to design a framework including the above variables (Tseng, May 2010). Thus to promote the new knowlwdge within the organization, commitment plays a prominent role.

Objectives:

- To assess the relationship among Organizational learning, organizational commitment and work performance.
- To assess the influence of organizational learning on organizational commitment.

Hypothesis:

- H01: There is no significant correlation among Organizational learning, organizational commitment and work performance.
- H02: There is no significant impact of organizational learning on organizational commitment.

Research methodology and analysis:

Based on the objectives and hypothesis, a structured questionnaire was framed and circulated among 75 employees working in IT sector using convenient sampling technique. The responses were tabulated in Excel sheet and SPSS was used for data analysis. To draw the inferences correlation and regression analysis were performed.

Findings and results:**Demographic Background-**

From the total respondents the majority was male at 52%, 48% were female. Coming to age of the respondents, 75% were below 35 years, 18 % were between 36-45, and 12% were above 45 years. Most of the respondents were Btech qualified with 78% and 22% belongs to others. Out of the sample 10% belong to top level, 30 % belonged to middle level and 60% belonged to low level management.

Organizational Learning, organizational commitment and Work Performance

Table 1: Pearson's Correlation Coefficient between the selected constructs

	Mean	Standard Deviation	Organization Learning	Organization Commitment	Work performance
Organization Learning	5.48	.597	1.000		
Organization commitment	5.16	.967	.661**	1.000	
Work performance	5.58	.765	.585**	.635**	1.000

Note : ** Correlation is significant at the 0.01 level (2-tailed)

The above table shows the mean, standard deviations and correlation coefficients of all the three variables under study. The coefficient value between organizational learning and organizational commitment, $r=.661$ shows a significant positive correlation. The coefficient value between organizational learning and work performance, $r=.585$ shows a significant moderate positive correlation and coefficient value between organizational commitment and work performance, $r=.635$ shows a significant positive correlation. Hence the H01 is rejected and we can conclude that there is a correlation among organizational learning, organizational commitment and work performance.

Organizational Commitment and work performance

Table 2: Three Steps Separate Regression Equations for Oganizational Commitment

Equation	Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	p
1	(Constant)	6.303	.561	.463	.643
DV: OC	OL	.910		14.090	.0001
2	(Constant)	2.178	.484	7.328	.0001
DV: WP	OL	.621		11.517	.0001
3	(Constant)	2.128	.269	7.674	.0001
DV: WP	OL	.345	.384	5.681	.0001
	OC	.303		8.103	.0001

Note: DV= Dependent Variable, OC= Organizational Commitment, WP= Work performance, OL= Organizational Learning

Tale 2 shows that work performance is explained with organizational commitment and organizational learning. The regression coefficients of organizational commitment (.561) and organizational learning (.269) are statistically significant. We can say that organizational commitment plays a mediating role between organizational learning and work performance.

Conclusion:

On the basis of the results, a conclusion can be drawn as organizational learning has a major role in contributing to organizational commitment and work outcomes in IT sector. Besides, the findings present empirical evidence that organizational commitment mediates partially the relationship between organizational learning and work performance. More specifically this study enhances and supports the findings of the earlier research regarding the role of organizational commitment as mediator variable. This study represents original research of these mediating effects.

IT managers have many roles and responsibilities in the work place, such as managing learning. Strategic organizational initiatives aimed at improving workplace and professional development need to have top-level support, therefore top management need to have motivation, commitment, knowledge, and ability to create and enhance the learning atmosphere in the organization. Top management need to understand and identify what factors or elements contribute to the effectiveness of organizational learning activities and what factors hinder the learning processes among the public service managers. By doing that, organizations at the same time will be able achieve benefits such as increased organizational commitment and work performance.

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