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Organizational Learning Processes as predecessor of
Organizational Effectiveness : Conditional Process Analysis

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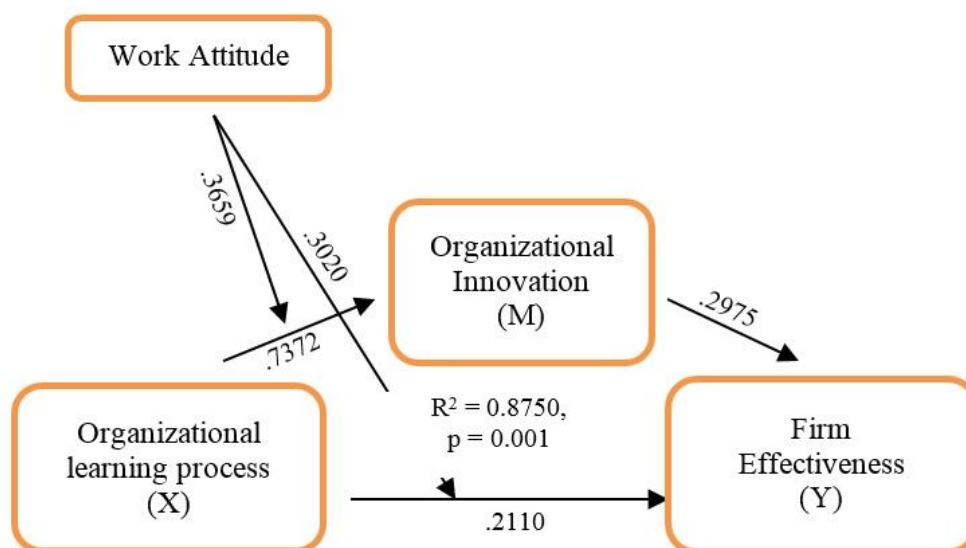
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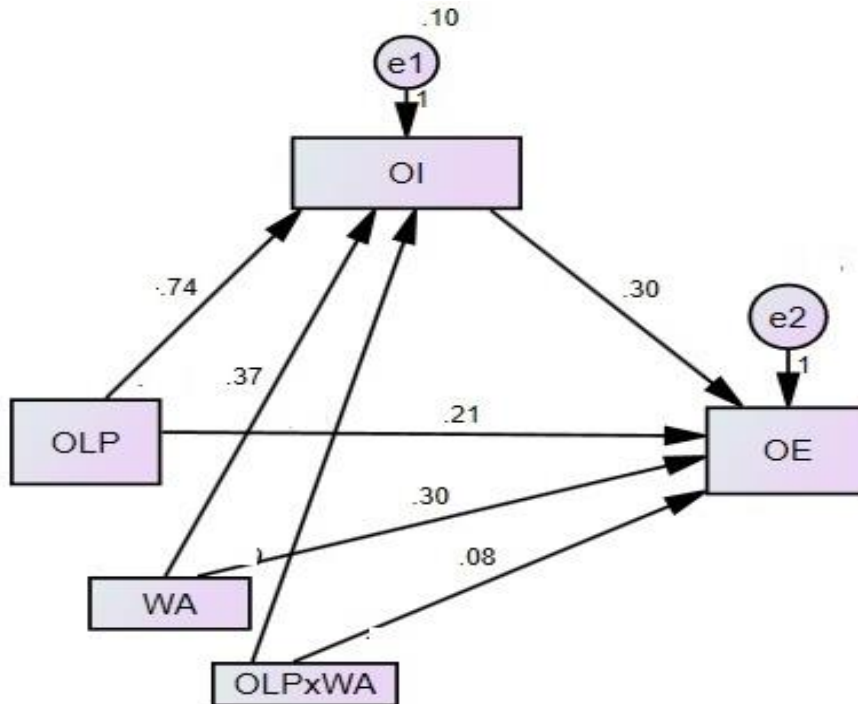


Research Highlights

Organizational learning processes are considered to be one of the vital precursors for creation of new products and services or bringing newness in existing ones (Khoshkhoo and Nadalipour, 2016). Operationalization of organizational learning has been one of the well discussed area of many researchers but still operationalization of organizational learning processes need attention of researchers (Argote, 2012). This research has enhanced the dimensions of organizational learning processes by incorporating cognitive and behavioral changes as new dimensions. Telecom sector of Pakistan is one of the most competitive sector and learning is the only survival for them to be effective (PTA, 2017). Therefore, this study has empirically checked the impact of organizational learning processes on organizational effectiveness in presence of moderator and mediator in telecom sector of Pakistan as it is highlighted by researcher to explore the relationship in presence of mediator and moderator (Ugurlu and Kurt, 2016; Said, 2016). Results revealed that organizational learning processes with enhanced dimensions has significant direct and indirect effect on organizational effectiveness through mediation of organizational innovation and moderation of work attitude of employees among telecom sector of Pakistan.

Graphical Abstract





Research Objectives

This study will bridge the gap of literature by incorporating cognitive and behavioral changes aspect in dimensions of organizational learning processes. One of the main objective of his study to explore the effect of organizational learning processes with enhanced dimensions on oeganizational effectiveness in presence of mediator and moderator in telecom sector of Pakistan.

Methodology

Phlosophical stance of this study is positivism. Questionnaire surey method has been used to collect the data from population i.e. telecom sector of Pakistan. Simple random sampling technique has been used to select the elements of sample for collectionof data. To check the reliability and valiity of questionare Cronbach Alpha Value and Confirmatory Factor Analysis



has been conducted. Furthermore, Andrew Hayes Process Macro Approach i.e. Moderated Mediation Analysis and Structural Equation Modeling has been used to analyze the data.

Results

Results of Moderated Mediation Analysis (Hayes, 2008) revealed that the 87.50 % of variance on organizational effectiveness is explained by organization learning processes, work attitude and organizational innovation as explained in above mentioned diagram.

Result of path analysis (structural equation modelling) indicates that organizational learning processes (OLP) positively influences organizational innovation (OI) with standard regression coefficient value of .74 organizational learning processes (OLP) positively influences organizational effectiveness (OE) with standard regression coefficient of .21; organizational innovation (OI) positively influences organizational effectiveness (OE) with regression coefficient of .30; work attitude (WA) positively influences organizational innovation and organizational effectiveness with standard regression coefficient of .37 and .30 respectively.

Findings

Five dimensional construct of Organizational Learning Processes after incorporation of two dimensions is found to be empirically reliable and valid in local context. Furthermore, if an organization want to enhance effectiveness it has to enhance its learning processes meanwhile organization must not undermine the role of work attitude of its employees and role of innovation for bringing effectiveness and as a channelizer between learning and effectiveness. Therefore, role of managers is critical to ensure positive work attitude and creation of innovative culture while enhancing learning processes in an organization.

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