

Antecedents of Workplace Learning

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Abstract: Now day's due to the boundary less trade organizations are striving for their survival. Among all, the situation has become more challenging for the small and medium enterprises (SME) after the financial crises 2009. So it has become essential for organizations to pay attention towards individual's workplace learning through learning culture. The present study has identified that organizational learning culture positively influence on managerial effectiveness, empowerment and individual's workplace learning.

Key words: Organizational Learning Culture • Managerial effectiveness • Psychological empowerment • workplace learning

INTRODUCTION

Now day's due to the boundary less trade organizations are striving for their survival. Among all, the situation has become more challenging for the small and medium enterprises (SME) after the financial crises 2009. In case of Malaysia SME's have contributing 32% of GDP (Economic census 2011). Out of its types, manufacturing small and medium enterprises have boosted the economic growth or Malaysia and contributed 7.9% of GDP (SMECORP, 2012a). Most of the researcher focuses on the quality of the products while ignoring learning of its employees. Westbrook and Veale [1] are of the view that employee's learning cannot be ignored for the organizational survival; develop employees potential which ultimately influence on organizational capabilities. Understanding regarding workplace practices can be enhanced through workplace learning [2] because learning is related to the performance improvement [3]. Furthermore learning at workplace has played a vital role in creating innovation, organizational performance and escalation competitiveness [4].

Literature Review: Watkins and Marsick [5] pointed that organizational values are reflected by the managers of learning organizations through development of the organizational knowledge capital. Such managers need to encourage employees to learn, motivate and promote effective communication [6]. So, organizational structure

and organizational learning culture may affect its manager's role. The degree to which a manager fulfills work role expectations is considered as manager's effectiveness in the current study [7]. Researchers are of the view that higher learning culture in the organizations leads to high managerial effectiveness such as managerial capabilities, responsibilities and roles (Skule, 2004). In a recent study on the Korean employees, Park (2011) found that organizational learning culture enhances managerial effectiveness. Considering this it was hypothesized:

H1: Organizational learning culture will lead to managerial effectiveness.

Feldman and Ng [8] are of the view that in a learning culture, supervisors and individuals really feel free to provide feedback. In addition to this, such feedback further motivates subordinates to seek more development opportunities [9] and promote participation with in coworkers [10]. This process help employees to enhance their decision making skills and could solve the problems, which ultimately contribute to developing empowered members in organization. So, learning culture in an organization and psychological empowerment are linked with each other.

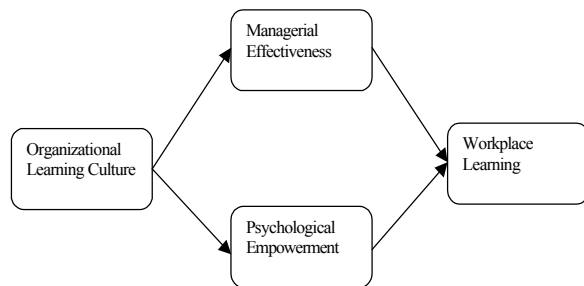
H2: Organizational Learning culture will lead to psychological empowerment.

Managers play an important role in learning at workplace because he/she is the key person to promote learning culture which promotes mutual collaboration among individuals [11]. Through coping with diverse demands from an organization and employees, managers direct, based on the goals of the work, the amount of learning and the degree of challenge on the job. This affects employees confidence and motivation, which ultimately influences employees workplace learning [11]. Additionally, [11] identified managers role in workplace learning as staff developer (how managers provide feedback and conduct the appraisal), role model (how managers handle people and situations or use their expertise) and creator of a learning climate (how managers affect the climate in the workplace).

H3: Managerial effectiveness will lead to workplace learning.

Empowerment enabled individuals to make differentiate between their stated aims and how to achieve them, control resources and gain access, furthermore, it gave opportunities to influence the decisions [10]. Thus, it might be assumed that psychological empowerment promote learning at workplace, such as how employees get/use job knowledge, the values of the organizations and which coworkers are able to answer employees questions correctly. This assumption leads to the following hypothesis:

H4: Psychological empowerment will lead to workplace learning.



Sample and Sampling Technique: For the current study questionnaire based survey was used on the employees working in western Malaysian which were selected on the basis of simple random sampling technique. A total of 300 questionnaires were distributed, of which 209 responded back. On final evaluation 8 questionnaire were found to be incomplete (effective response rate = 67%). All the questionnaire used in the present study are adopted from the studies of earlier researcher because they are reliable and valid instruments to measure these constructs.

RESULTS

Respondents were evaluated on the basis of some demographics i.e. age, gender, education and marital status. Results revealed majority of the respondents as females (65%), having average 30 years of age (57%) and holding master degree (69%) but not in the relevant field. Another finding was that almost 79% of the respondents were married.

Table 1 represents the mean, standard deviation and correlation. Mean scores shows that most of the respondents were near to neutral and agree in answering the questions i.e. (M = 3.34, 4.66, 3.62 & 3.94) respectively for psychological empowerment, OLC, managerial effectiveness and workplace learning.

In addition to this, highest correlation was found between organizational learning culture and managerial effectiveness ($r = 0.48$, $p < 0.01$). This finding is in accordance with the finding of Park (2011) who also found positive correlation between the same constructs. On the other side, psychological empowerment was found to be positively and significantly related with workplace learning ($r = 0.36$, $p < 0.01$) which means that when employees in an organization are given power they exhibit more learning at work place. Similarly managerial effectiveness was also found in enhancing workplace learning ($r = 0.40$, $p < 0.01$).

Limitations and Future Direction: The present study is not free from limitations. Most of the responses were given by female this could create gender biasness in the

Table 1: Descriptive statistics and correlation

Variables	Mean	S.D	1	2	3
1. Psychological Empowerment	3.34	0.49			
2. Organizational Learning Culture	4.66	0.52	0.38*		
3. Managerial Effectiveness	3.62	0.79	0.44**	0.48**	
4. Workplace Learning	3.94	0.61	0.36**	0.29**	0.40**

Note: all the values are significant at ** $p < 0.01$ and * $p < 0.05$

results for which in future equal number of respondents (on the basis of gender) should be preferred. The present study focused on managerial effectiveness and psychological empowerment as outcomes of learning culture but in future some other aspects such as organizational politics should also be considered.

CONCLUSION

The current study was aimed to investigate how organizational learning culture influence on managerial effectiveness and employee's psychological empowerment in enhancing learning at workplace. The results of the study revealed that organizational learning culture positively influence on both psychological empowerment and manager's effectiveness and this ultimately enhance individual's learning at workplace.

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