THE IMPACT OF ORGANIZATIONAL LEARNING ON COMPETITIVE ADVANTAGE, ORGANIZATIONAL CULTURE AS MEDIATOR – AN EMPERICAL STUDY IN TELECOM SECTOR OF PAKISTAN

By

SONIA AFZAL GOLRA

A thesis presented to Bahria University, Islamabad in partial fulfillment of the requirements for the degree of Masters of Philosophy



JUNE, 2015

ACKNOWLEDGEMENT

In the name of Allah, the most gracious and most Merciful.

Alhamdullillah, all praise be to Allah for the strengths and His blessings in completing this thesis, Who has enabled me to undertake and complete this dissertation. He has blessed me with the company of people who are unique in their own way and have been of immense help to me throughout this dissertation, to only some of whom it is possible to give particular mention here. Above all, I would like to express my gratitude to my parents who always prayed and supported me to pursue higher education and have benefitted me with their never ending love and priceless wisdom which no course book could ever teach. Secondly, I am extremely thankful to Dr. Nadia, Head of the MPhil Program who has inspired me and helped me to conduct this study.

I am highly obliged to all the senior professors of MPhil and PhD program of Bahria University for their parental attitude, useful advice and encouragement for my research dissertation at every stage. In particular I would like to express my deepest gratitude to my principal supervisor Prof. Dr. Muhammad Ismail Ramay from Bahria University, for his supervision, constant support, patience, motivation, and knowledge regarding the topic at every stage despites his other academic and professional commitments.

I am also thankful to all the senior scholars and authors I have cited in my dissertation.

Special thanks to all my friends specially Mr. Fakhar who took out time from his busy schedule and proof read my whole document and was a great help for this thesis completion, my senior Mr Asrar Watto he always helped me with all the issues encouraged during my research process, and last but not least Ms Zoya Wajid, and Mr Kashif Abrar who made it possible to complete my thesis well in time.

I would also like to appreciate all those who indirectly contributed in this research; your kindness means a lot to me. Thank you very much!

Sonia Afzal Golra

DEDICATION

I would like to dedicate this thesis to my beloved Grandfather (late) Mr. Mir Afzal Khan Golra, a strong and gentle soul, his prayers were always a source of great strength for me throughout my life. All I am, I owe to my parents Mr. and Mrs. khurshid Afzal Golra. All my achievements I had in my life were possible because of my parents, they helped me to emerge as a strong positive personality, I attribute all my success in life to the morale, intellectual and physical education I received from my parents.

Contents

LIST OF TABLES	
ABSTRACT	1
CHAPTER 1	2
1.1 INTRODUCTION	2
1.2 BACKGROUND OF THE STUDY	2
1.3 PURPOSE OF THE STUDY	4
1.4 PROBLEM STATEMENT	5
1.5 RESEARCH OBJECTIVES	5
1.6 RESEARCH QUESTIONS	6
1.7 THEORETICAL FRAMEWORK OF THE STUDY	6
1.8 LIMITATIONS	7
1.9 SIGNIFICANCE OF THE STUDY	8
1.10 SCHEME OF STUDY	9
CHAPTER 2	11
2.1 LITRATURE REVIEW	11
2.2 ORGANIZATIONAL LEARNING AND LEARNING ORGANIZATION	12
2.2.1 ORGANIZATIONAL LERANING	12
2.2.2 DEFINITION OF THE CONCEPT	14
2.2.3 IMPORTANT THEORIES RELATED TO ORGANIZATIONAL LEARNING:	16
2.2.4 DIMENSIONS OF ORGANIZATIONAL LEARNING	21

2.3 COMPETITIVE ADVANTAGE	27
2.4 CULTURE	30
2.5 SUMMARY	32
CHAPTER 3	33
3.1 THEORETICAL FRAMEWORK	33
3.1.1 DEFINITION AND EXPLANATION OF THE THEORETICAL FRAMEWORK	K34
3.1.2 RELATIONSHIP BETWEEN ORGANIZATIONAL LEARNING AND COMPL	ETITIVE
ADVANTAGE	34
3.1.3 RELATIONSHIP BETWEEN SHARED VISION AND COMPETITIVE ADV.	ANTAGE 35
3.1.4 RELATIONSHIP BETWEEN MENTAL MODELS AND COMPETITIVE ADVANTAGE . 3.1.5 RELATIONSHIP BETWEEN TEAM LEARNING AND COMPETITIVE ADV	
3.1.6 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND COMPE	TITIVE
ADVANTAGE	38
3.2 THEORETICAL FRAMEWORK OF THE STUDY	39
3.3 MODEL	40
3.3 HYPOTHESES	41
3.4 CONCLUSION	42
CHAPTER 4	43
4.1 RESEARCH METHODOLOGY	43
4.2 RESEARCH PROCESS	43
4.3 RESEARCH PHILOSOPHY	43
4.4 RESEARCH PURPOSE	44

4.5 RESEARCH APPROACH	44
4.6 RESEARCH STRATEGY	44
4.7 TIME HORIZON OF RESEARCH	45
4.8 SAMPLE AND SAMPLING	45
4.9 INSTRUMENT FOE DATA COLLECTION	46
4.10 SCALE	46
4.11 DATA ANALYSIS	47
4.12 CONCLUSION	47
CHAPTER 5	48
5.1 DESCRIPTIVE STATISTICS AND SCALES	48
5.2 CORRELATION ANALYSIS	50
5.3 REGRESSION ANALYSIS	51
CHAPTER 6	56
6.1 CONCLUSION	57
6.2 IMPLICATION OF FUTURE RESEARCH	57
REFERENCES	59
APPENDIX-1	70
OUESTIONNAIRE	71

LIST OF TABLES

Table 1: Gender and Marital Status of Respondents in Telecom Sector of Pakistan
Table 2: Gender and Qualification of Respondents in Telecom Sector of Pakistan
Table 3: Cronbach's Alphas of Different Scales in Telecom Sector of Pakistan
Table 4: Correlation Analysis in Telecom Sector of Pakistan
Table 5: Relationship between organizational learning and competitive advantage Error!
Bookmark not defined.
Table 6: Relationships between organizational learning and organizational culture Error!
Bookmark not defined.
Table 7: Relationship between organizational culture and competitive advantage

ABSTRACT

This study attempted to find the relationship between organizational learning and competitive advantage and also to identify the variable which play the mediating role in that relationship.

Using standard Questionnaire, data was collected from 300 employees from the telecom sector of Pakistan to find out the impact of organizational learning on employee's performance. The hypotheses were tested by applying quantitative analysis and results showed that organizational learning has a significant positive impact on company's competitive advantage in the telecom sector of Pakistan. Additionally this study also found that organizational culture mediates the relationship between organizational learning and competitive advantage.