

**A STUDY OF ORGANIZATIONAL LEARNING AND
EMPLOYEE PERFORMANCE OF NEPHESE COMMERCIAL
BANKS**

A Thesis Proposal

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The individual key of organizational learning is the thinking and acting of individual practitioner that produce learning. Thus, in turn means that keys to learning are the reasoning processes that human being use to design, invent, produce and evaluate their actions. There is little opposition to the premise that organizational is a competence that all organizations should develop in fast changing and competitive environments. It concentrates on the observation and analysis of the process involved in individual and collective learning and organizations.

Organizational process is a dynamic process that involve moving between different level of actions, going from the individual to the group level, from their to the organization level and vive versa (Huber 1991, Cross an et al., 1999). The analysis of learning as a process reveals three main aspects. First, knowledge of more specifically, its acquisition or creation and dissemination and integration within the organization, because key strategic resource (Grant, 1996,.). Second, the creation and dissemination of knowledge implies the existence of internal changes that may come about both on cognitive and behavioral level (Fiol and Lyles, 1985). Lastly, these changes lead to a continuous process of improvement that allows the firms performance to be maintained or augmented (Fiol and Lyles 1985, Garvin, 1993). Although organizational learning has traditionally been considered a uni-dimensional construct various studies have highlighted its complexity and multidimensionality.

Organizational performance is an indicator of organization success. It consist of different component such as profit, sales, income, continuous growth, market shares improving, performance, competition, satisfaction, goof image, productivity encouragement etc.

A rapidly changing economic environment, characterized by such phenomena as the globalization and deregulation of markets, changing customer and investor dema

nd, ever-increasing product- market has become the norm of the most organization, to compete, they must continually improve their performance by reducing the cost, innovating products and processes, improving the quality and productivity and speed to the market. With this special research forum on organizational performance, we hope to contribute to a better about creating and sustaining organizational performance and competitive advantage (Shakya, A.2007).

1.2 Statement of the Problem

Although relevant contributions have arise form organizational learning research, there is clearly a lack of empirical studies that explore the relationship between human resources management practices and learning development. The role of human resource practices in creating and maintaining competitive advantage with regard to human resource training policies, several works highlight the positive effect of certain practices on learning, although empirical evidence of this has not been supplied.

Research Questions

- 1) What is the status of organizational learning in government and private schools of Pathri-Shanischeri Municipality?
- 2) What is the difference between government and private schools in terms of organizational learning practices of government and private schools of Pathari-Shanischeri Municipality?
- 3) What is the relationship of organizational learning and employee performance and satisfaction in context of government and private schools of Pathri-Shanischeri Municipality?

1.3 Objectives of the Study

The Objectives of this research are as follows:

- 1) To identify the status of organizational learning in government and private schools of Pathari-Shanischeri Municipality.
- 2) To identify the difference between organizational learning practices of government and private schools of Pathari-Shanischeri Municipality.
- 3) To examine the relationship between organizational learning and employee performance satisfaction.

1.4 Conceptual Framework

Organizational learning is the process through which manager seeks to improve employee's desire and ability to understand manage the organization and its task out. So that employee can make decision that continuously raises organizations effectiveness. It is conceptualized that individual learning, process or system and knowledge management as envisaged by Catherine L Wang and Pervaiz K Ahmed (2002).

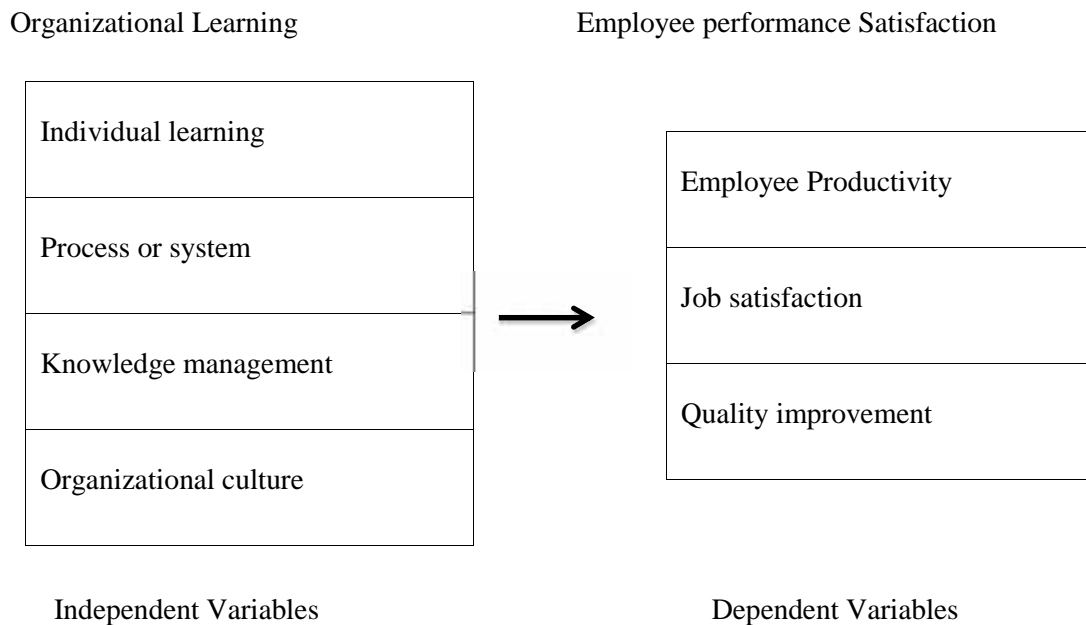


Figure 1.1: Conceptual framework for examining the relationship between Organizational Learning and employee performance and satisfaction.

1.5 Significance of the Study

This study is focus on the Government Schools and Private Schools in terms of organizational learning and employee performance. Organization learning and organization performance are interrelated to each other. As much the organization learning will be better that much in turn the organization performance will be efficient, in the present context there is rapid

competition between performances of the commercial banks, which has raised the need of the organization learning.

1.6 Limitation of the study

-) Organization learning is defined as the composition of individual learning, process or system and knowledge management.
-) Estimation of organizational performance is based on perception only.
-) This study has been conducted based on primary data only.

1.7 Organization of the Study

The structure of this proposal is divided into three different chapters.

Chapter 1: Introduction

The general introduction part is organizational learning and employee performance. It will be focus on background of the study, statement of the problem, objectives of study, conceptual framework, significance of the study, limitation of the study and organization of the study.

Chapter 2: Literature review

This chapter deals with the review related and pertinent literatures.

Chapter 3: Research methodology

It deals about research design, source of data, population and sample and techniques of analysis.

CHAPTER II

LITERATURE REVIEW

Review of literature comprise upon the existing literature and research related to the present study with a view to find out what had already been studied. According to 'wolf and Pant' "the purpose of reviewing the literature is to develop some expertise in One's area, to see what new contribution can be made and to review some idea for Developing research design"

Senge, P. (1990) describe organizational learning or learning organizations have come into sharp focus in organizational literature in the last few years particularly, since the publication of Peter Senge's book.

Argyris and Schon (1978) articulates organizational learning occurs when members of the organization act as learning agents for the organizations, responding to changes in the internal and external environment of the organizations by detecting and correcting errors in organizational theory in use and embedding the result of their inquiry in private images and shared maps of organizations.

Huber (1991) describe organizational learning is a dynamic process that involves moving between different level of action, going from the individual to the group level, from there to the organizational level and vice-versa.

Fiol and Lyles (1985) describe the capacity for organization level learning. "Organizations unlike individual develop and maintain learning system that not only influence their immediate members but are then transmitted to others by way of organization histories and norms. Organizations do not have brains but they have cognitive system and memories"

Selly Brown (1993) articulates the beliefs of theorists who argue that it is essential to understand learning on the group level as distinct from learning on the individual. Learning is a social or community phenomena understanding the process through which group learn how they combine individual knowledge and beliefs into shared cognitive structure and take co-ordinate action is important. Indeed a sense of community, the desire to belong, may be one of he fundamental motivations for learning.

Nicolini (1995) argues that considering learning only on the individual is too narrow a focus. His belief is that group and organization learning are the most important to understand. Concentrating on individual learning does not explain how an interpreted communicable, consensual knowledge can be developed this reaffirms the importance of taking the organization and its structure as the agent of the process only learning embedded in the standard operating procedures, method of communication and co-ordination and shared understanding about tasks have a persistent effect.

Dogson (1993) articulates the belief that individual level learning is the most meaningful. Individual are the primary learning entity in firms and its individual which create organizational firms its individual which cerate organizational firms that enable learning in ways which facilitate organizational transformations.”

CHAPTER III

RESEARCH METHODOLOGY

a. Research Design

For the purpose of this study Descriptive research design will be used. This research design is fact-finding operation searching for adequate information. This research design will be used in identify the problems or justify current condition and practices.

b. Source of Data

Primary data will be used for this study. The primary data shall be collected by questionnaires form Secondary school of Pathri-Shanischeri. In this study a five point Likert scale Questionnaire model will be used.

3.3 Populations and Sample

In this study Government Schools and Private schools of PPathari-Shanischeri Municipality are population. Out of whole country Government Schools and Private Schools teachers form Pathari-Shanischeri Municipality are taken as a sample.

3.4 Techniques of Analysis

Statistical tools will be used in research in order to draw the reliable conclusion.

Following tools will be used for the purpose:

1. Arithmetic Mean
2. Standard Deviation
3. Correlation analysis

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