

Organization Learning, Dissemination of Knowledge and Organizational Performance in Nepalese Banking Sectors

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Abstract

In today's increasingly competitive business climate, the adoption of a learning organization and knowledge transfer strategy has emerged as an essential component for the continued viability of any organization. Seated on this theme, the study objective is to understand the employee's views on organizational learning, dissemination of knowledge, and organizational performance in the Nepalese public and private sectors. The study consists of 200 employees, five public sectors and five private sectors of Nepal. The structured survey questionnaire was used for the data collection, Mean and standard deviation was used to measure the perception of respondents. Cronbach's alpha was employed to measure the reliability. Findings shows that organizational performance seem better in private and public sectors of Nepal but the organization learning activities and knowledge dissemination seem low.so there is need to develop the learning culture and transfer of knowledge in order meet the competitive business climate. Further researcher can discover the model of organization learning, knowledge management and organization performance adopted by Nepalese organization.

Keywords: Dissemination of Knowledge, Organization learning, Organizational performance, Nepalese

Introduction

Managers in the modern era have looked far and wide for ways to maintain steady growth and output, and they have come to the reasonable conclusion that they must go to their employees' minds and hearts for the answers (Saadat & Saadat, 2016). For this, those organizations that are built on a culture of learning are fearless and formidable institutions that always look for new ways to better their operations (Hill, 2022). The members of a learning organization help each other learn and adapt in order to achieve their organizational objectives (Mahmood, Qadeer, & Ahmad, 2015). The transformation of tacit knowledge into explicit knowledge and the facilitation of knowledge exchange between individuals and groups are all key components of organizational learning, which is a collective multilevel process involving intuitive interpretation, inclusion, and institutionalization of knowledge (Kordab, Raudeliunien, & Kavaliauskien, 2020).

Learning organization strategy has a direct impact on knowledge transfer and organizational performance, which in turn, promotes to organization gaining success and continuous existence (Habtoor, Arshad, & Hassan, 2017). Several studies discovered that organization succeed when their leaders oversee both internal knowledge transfer and the prevention of leakage to competitors (Hájek & Stejskal, 2018). When it comes to internalizing intangible assets by transferring and using knowledge, organizations can say that they exist because they are better than the outside market mechanism (Riusala & Smale, 2007). So, knowledge and the transfer of knowledge have become more and more important sources of competitive advantage (Sheng, Chang, Teo, & Lin, 2013). High performance, innovation, and quality operation are all possible with the proper integration of KT into the company and its processes (Lombardi, 2019).

Organizational performance has been the primary concern of management researchers, and the hunger has not abated (Sadiq, Laila, Haqqi, & Ali, 2020). In order to assess whether their processes and activities are being performed satisfactorily, to the point where they can be passed on as an advantage over competitors, and thus have a significant impact on the profitability of the companies, companies need to keep a close eye on performance indicators as they race to enter the market (Silvaa & Borsato, 2017). A company's prospective success is determined by its organizational performance, which is defined as its capacity to effectively implement strategies to attain institutional goals (Almatrooshi, Singh, & Farouk, 2016). Therefore, it is reasonable to assert that the idea of organizational performance and the organizational objective are closely related (Demeke & Tao, 2020).

Based on this relationship, the researcher was inspired to do research on organizational learning, knowledge distribution, and organizational performance in privately and publicly owned Banking sectors.

Literature Review

Learning Organization

Examines how organizational learning affects Vietnamese firms' economic performance. A literature review on organizational learning and commercial performance led to five hypotheses. 160 MBA students in Vietnam were polled. According to the research, organizational learning enhances performance. Two of four learning capacity qualities improve business success (management commitment to learning and "knowledge transfer and integration") (Pham & Hoang, 2019).

Research examines the impact of organizational learning on SME innovation and performance. Quantitative, descriptive, and cross-sectional research methods were used. 92 textile companies were sampled. SEM assessed the data. The findings suggest that organizational learning capacity affects SME innovative performance, but not organizational performance (Gomes & Wojahn, 2017).

Study analyzes theoretical viewpoints and actual studies on organizational learning and performance (OP). The investigation included thorough database literature review. The relationship between OL and OP is not evident nor clear theoretically, but empirical investigations show that OL has a significant influence on OP. However, variances in the strength of the relationship and certain conflicts connected to OL and chosen (mainly financial) performance characteristics were observed (Ziemak, 2015).

Knowledge Dissemination

Romania study analyzes the influence of knowledge sharing on organizational performance and the need of a robust information basis for great organizational performance. The knowledge transfer impacts the company's vision, continual learning, and business performance. How a firm manages its information is key to gaining a competitive advantage, according to respondents. This is also critical for project success and self-improvement (Zamfir, 2020).

In Malaysia, manufacturing and services SMEs were sampled by convenience. SEM was used to determine how information sharing affects organizational performance. Measuring and structural models were created. Knowledge sharing impacts organizational performance as a latent variable. It's crucial for SMEs to invest in information sharing since it creates a platform for innovation and boosts performance (Nghah & Ibrahim, 2010).

Factors affecting organizational knowledge transfer: corporate performance. IT systems, a structured learning approach, and an innovative organizational culture had the greatest influence on organizational knowledge transfer, according to a 19.6% sample response rate research. Personalized (tacit) information transfer helped create inventive capacities, and process innovation boosted organizational performance more than product innovation (Rhodes, Hung, Lok, Lien, & Wu, 2008).

Organizational Performance

Research looked at how sharing information inside a company affects productivity. Knowledge sharing was shown to have a substantial, positive effect on organizational performance, as measured by the profitability and market share of the manufacturing businesses analyzed (Evwierhurhoma, Daniel, & Charles, 2020).

Organizational Performance and Its Determinants: The Example of a South African Human Settlement Agency. Environmental variables, workplace conditions, corporate culture, resources, human resource management, organizational structure, and top-level management were all shown to have an impact on employee productivity (Mabai & Hove, 2020).

Study on Measuring Organizational Performance Considering that exaggerated OP measures may be cross-checked with secondary data; managers have no motivation to reveal them. When queried on the stand-alone performance indicators of their companies or vis-à-vis their competitors, managers appropriately analyze and reply to queries on the performance of their firms (Singh, Darwish, & Potocnik, 2016).

Research Gaps

Majority of research has been done in the fields of organization learning, knowledge dissemination, and organization performance; however, these studies have neglected to address the private and public sectors of Nepal in their research. In a similar vein, other studies don't discover people's perceptions on these three elements.

Methodology

This study used a descriptive style of research study with a survey design for its research methodology. Regarding the respondents of this research, it has included workers at supervisory level and who hold the job of managerial level, who is employed in Nepalese private and public banking sectors. There have been 10 new sectors founded as a direct result of this study. The staff members were provided with a questionnaire that was very well constructed. There were questions based on a Likert scale, with 7 representing Strongly Agree and 1 representing Strongly Disagree. Using the computer application Statistical Package for Social Sciences, an accurate representation of the raw data has been constructed (SPSS).

Results and Discussion

Support for Learning

Support for Learning (SL), sometimes known as "learning support," is an essential component of an organization's overall learning environment. The early study shows that a significant focus was placed on the function that individual learning plays in the process of organizational learning. At one end of the spectrum, the organizational learning system is considered as one that is solely dependent on the learning of individuals, as opposed to the

practice of knowledge sharing for all of the members of the company (Meshari, Othayman, Boy, & Doneddu, 2021).

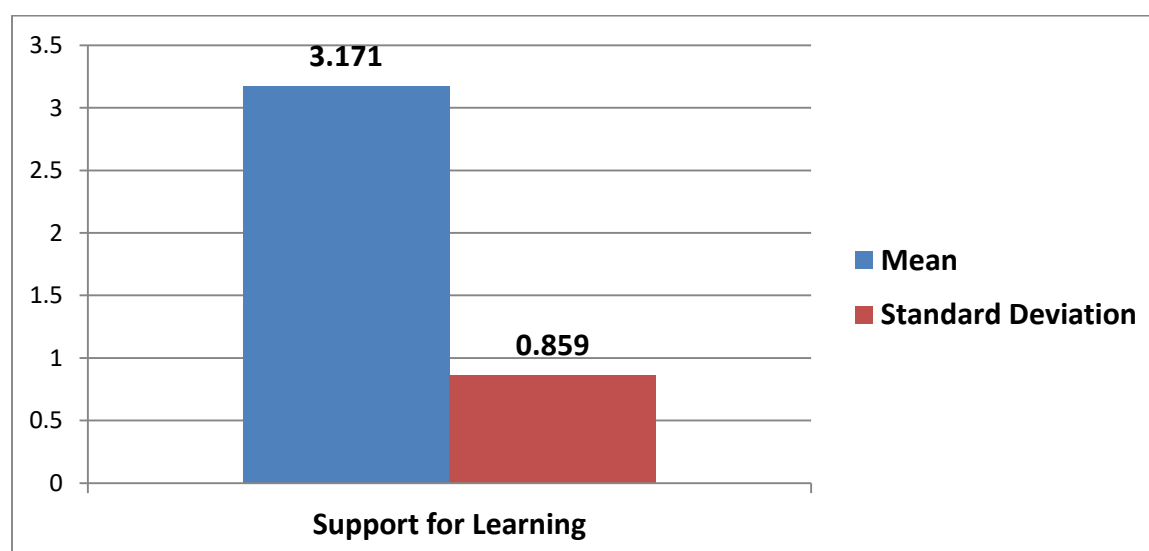
1. Descriptive Study of Support for Learning

S.N	Particulars	Mean	Std. Dev
1	My supervisor discusses learning and development needs with me.	3.0810	1.4797
2	My supervisor helps me to put my learning into practice.	2.9238	1.3882
3	My colleagues are an important source of learning and exposure for me.	2.6190	1.3369
4	Supervisor can be contacted any time whenever needed.	2.6905	1.4425
5	Organization sponsors if any training program similar to job requirement organized in the city.	3.4905	1.6288
N=200, Maximum=7, Minimum=1			

Source: Field Study

As the mean value for Questionnaire five is higher than that of the other questions, this shows that Question five is more important than the other questions. The organization sponsors any training programs in the city that are similar to the job requirements. On the other hand, the mean value for the third questionnaire is lower than the others. This means that the respondent gave the third questionnaire less importance than the others. My colleagues are an important way for me to learn new things and get more experience.

Overall Support for Learning



Above Figure shows that the average value of the independent variable “supports for learning” is 3.1716. This means that many respondents think that support for learning is an important factor in both the public and private sectors of Nepal in order to learn organizationally. This could be because of the willingness to learn, new technologies, etc. So, support for learning is a good way to improve the learning of an organization.

Dissemination of Knowledge and Information

The spread of knowledge and information is another important factor. The study of the learning environment must include knowledge management as a key variable. In the new economy, organizational learning and knowledge management are two ideas that grew up at the same time (Huber, 1991). They often talk about each other in their definitions and how they are used. It has been tried to figure out where Nepal's private and public sectors stand when it comes to sharing knowledge and information.

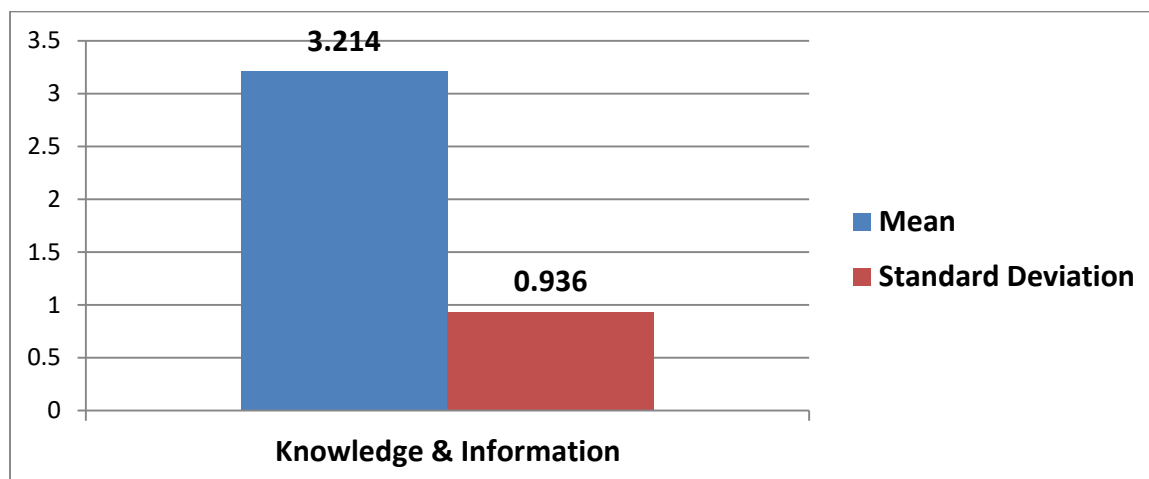
2. Descriptive Study of Dissemination of Knowledge and Information

S.N	Particular	Mean	Std. Dev
1	Employee learns through others performance.	3.0762	1.3462
2	The skills of employees in this organization are developed in line with its business objectives.	3.1714	1.3194
3	Are supervisor an important source of learning and exposure?	3.2667	1.3503
4	I have the opportunity to participate in meeting, seminars and group discussion	2.9857	1.3782
5	We are exposed to what is happening outside the organization.	3.5712	1.4166
N=200 Maximum=7, Minimum=1			

Source: Field Study

The mean value of questionnaire ten is higher than that of the other questionnaires, this shows that the questionnaire is given more importance; we can see what is going on outside the organization. On the other hand, the mean value for Question 9 is lower than the mean values for the other questions. This means that the respondent gave Question 9 less importance than the other questions. I have the chance to take part in meetings, seminars, and group discussions.

Overall Dissemination of Knowledge and Information



The figure shows that the average value of the independent variable "dissemination of knowledge and information" is 3.2143. This means that many respondents think that spreading knowledge and information is also an important factor in Nepal's public and private sectors in order to learn as an organization. This could be because of new technologies. So, sharing information and knowledge is an effective way to help organizations learn.

Organizational Performance

Organizational performance is made up of many different factors, such as making money, sales, income, growth, market share, competition, satisfaction, a good image, encouraging productivity, and so on (Rajapathirana & Hui, 2018). It has been tried to figure out how well Nepalese businesses, both public and private, are doing in terms of organizational performance.

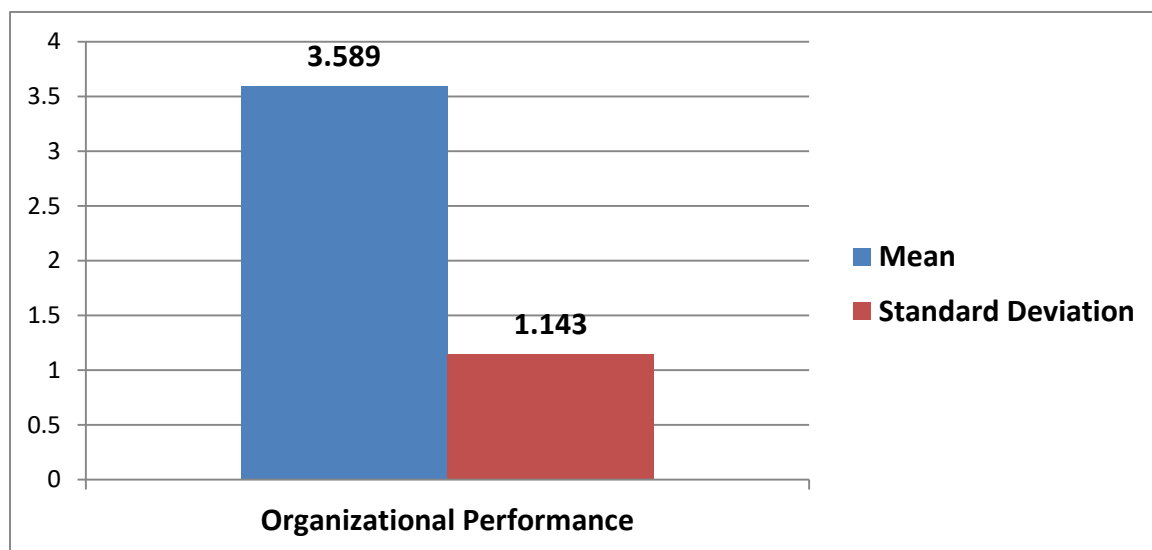
3. Descriptive Study of Organizational Performance

S.N	Particulars	Mean	Std. Dev
1	The training is not customized to our learning needs and job challenges.	4.3333	1.2856
2	The organization is not performing well in the current situation.	3.8190	1.6846
3	The organization is attaining satisfactory growth.	3.4429	1.5183
4	The sales/ incomes of this organization are growing.	3.5190	1.5901
5	The organization has a good public image.	2.8333	1.4725
N=200 Maximum=7, Minimum=1			

Source: Field Study

Since the mean value for question 21 (4.3333) is higher than that of the other questions, it shows that the questionnaire is more important than the training, which is not tailored to our learning needs and job challenges. On the other hand, the mean value (2.8333) for questionnaire number 25 is lower than that of the other questionnaires. This shows that the respondent gave the questionnaire less importance; the organization has a good reputation.

Overall Organizational Performance



The above figure shows that the average value of the dependent variable, organizational performance impact, is 3.5895. This means that many respondents think that organizational performance impact is an important factor that depends on other independent variables to achieve organizational learning. This could be because of things like making money, sales, income, steady growth, increasing market share, performance, competition, satisfaction, a good image, encouraging productivity, etc. So, the factors that affect the performance of an organization are support for learning, employee motivation, rewards for learning, and the spread of knowledge and information.

Conclusion

Study aim is to figure out the perception of public and private bank's employee in organization learning, knowledge dissemination and organization performance. Study consist of three factors first factors is related with Organization Learning the finding shows that all five variables is less than standard in the statement; Supervisor addresses my learning and development needs, Supervisor helps me put my learning into practice, Colleagues are a significant source of learning and exposure, Supervisor is available anytime needed, Organization sponsors job-related training programs in the city. Second factors is related to Knowledge Dissemination, the findings shows less than standards in the statement; Employees learn from each other, organization develops employees' talents to meet business goals,

Supervisors a source of learning and exposure, I have the chance to take part in meetings, seminars, and group discussions, However one variable 'We are exposed to events occurring outside of our organization' has more than standard. Third factors is related with organization performance the finding show two variable has less than standards that is organization is attaining satisfactory growth, sales/ incomes of this organization are growing. In this, three variable has more than standard they are training is not tailored to our specific learning needs or job challenges, In the current situation, the company is underperforming, organization's public image is positive. In order to meet the competitive business environment, it is necessary to build a learning culture and knowledge transfer. Further Researchers may learn more about the organizational learning, knowledge management, and performance models used by Nepalese banking.

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