CHAPTER VI
CONCLUSIONS

The data collected in this study was analyzed statistically to provide answers to the questions raised in the research objectives. The results of the statistical tests were carefully examined before drawing conclusions.

6.1 FINDINGS

The findings of the study in answering the research problem are summarized below:

a) Learning differed in terms of mean scores of its dimensions within the Manufacturing, the IT and the telecom sector.

b) Learning dissatisfaction differed in terms of mean scores of its dimensions within the Manufacturing and the IT sector.

c) Learning dissatisfaction does not differ in terms of mean score of its dimensions within the Telecom sector.

d) Learning and learning dissatisfaction differ between Indian organizations and foreign-based organizations. The level of learning is high and learning dissatisfaction is low in foreign-based organizations.

e) Organization competency differs in terms of its dimensions within the Manufacturing, the Telecom and the IT sector.
f) Individual competency differs in terms of its dimensions within the Manufacturing, the Telecom and the IT sector.

g) Organization competency and Individual competency are higher in foreign-based organizations than in Indian organizations in the Manufacturing and the IT sector.

h) Higher the learning, higher is the Organization competency and Individual competency in the Manufacturing, the Telecom and the IT sector.

i) Lower is the learning dissatisfaction higher is the Organization competency and Individual competency in the Manufacturing and the IT sector.

j) The dimensions of learning have emerged as significant in explaining the variance of organization competency and individual competency in the Manufacturing, the IT and the Telecom sector.

k) The dimensions of learning dissatisfaction have emerged as significant in explaining the variance of organization competency and individual competency in the Manufacturing, the IT and the Telecom sector.

l) ‘Learning Approach to Strategy, Informing, Formative Accounting and Control, Internal Exchange, Enabling Structures, Boundary Workers as Environmental Scanners, Intercompany Learning, Learning Climate and Self Development Opportunities for all’ have come out as the dimensions of learning organization explaining the variance of organization competency.
m) Learning Approach to Strategy, Informating, Formative Accounting and Control, Enabling Structures, Boundary Workers as Environmental Scanners, Intercompany Learning, Learning Climate and Self Development Opportunities for all emerged as the dimensions of learning organization explaining the variance of individual competency.

n) Informating, Formative Accounting and Control, Internal Exchange, Boundary Workers as Environmental Scanners, Learning Climate and Self Development Opportunities for all served as the dimensions of learning dissatisfaction explaining the variance of organization competency.

o) Informating, Formative Accounting and Control, Internal Exchange and Self Development Opportunities for all emerged as the dimensions of learning dissatisfaction explaining the variance in individual competency.

6.2 IMPLICATIONS OF THIS STUDY

Practical implications: In the present business scenario of barrier free trade Indian organizations are competing with multi national companies at home front and also trying to expand their operations at global level for their survival and growth. The foreign operators in India are known to have highly skilled human resources, and are more efficient and effective than their Indian counterpart. The phenomenon of learning economy has replaced the industrial economy throughout the world. The findings of this study reveal that learning in foreign based organizations operating in India is more than in Indian organizations. Therefore it
has become essential for the Indian organizations not to be complacent with their learning mechanism but to change the structure, strategies and systems to promote learning in the organization. It was also found in this study that the learning dissatisfaction among employees is more in Indian organizations, which reveals that the employees also want to have better learning systems in place. The study revealed that the organizations with higher learning have more organization and individual competency, giving an impetus to Indian organizations to all the more strive towards becoming a learning organization. The study concluded that the dimensions of learning organization ‘Learning Approach to strategy, Informating, Formative Accounting and control, Enabling structures, Boundary workers as environmental scanners, Intercompany learning, A learning climate and Self development opportunities for all influence individual and organization competencies. Hence the organizations by concentrating on the above dimensions of learning can improve the overall competency of their employees as well as the organization. The study showed that the results were consistent through all the three sectors i.e. Manufacturing, Telecom and IT sectors. Initially it was believed that learning is needed more in IT sector, but this research shows that learning has a positive effect on competency in manufacturing, telecom as well as IT sectors.

Research implications: The extensive literature survey revealed that though some authors like and Prahalad and Hamel (1990), Dunphy et al (1997) and Lopez et al (2005), have given the positive relationship between learning and competency
there is no empirical study establishing effect of learning on competency. Some studies have also found that competencies can be related to business performance. There are many researches like Pedler *et al* (1995), studying learning in organizations, but mostly it is concentrated in other countries. Researchers like Khandekar and Sharma (2005) have studied OL in India but no study has been conducted in India based on learning characteristics and its relationship with competency. Hence this researcher found that the existing literature was short of empirical studies in the area of learning in India and the relationship between learning and competency, thereby providing the impetus for this study. This research work, which is conceptual and empirical in nature, has taken a step, and a significant one in the Indian context to fill the void.

**Theoretical implications:** The results of this study show that there is positive relationship between learning and competency (Individual and organization), which ratifies theoretical underpinnings and shows another reason for the organizations to work towards becoming a learning organization.

### 6.3 CONTRIBUTIONS

The contributions of this study are as follows:

a. The effect of learning organization characteristics on individual and organization competency has been established. Hence one more advantage of being a learning organization is proved.
b. This study establishes that foreign-based organizations have better learning that gives them a competitive edge over Indian organizations. Hence the Indian organization should introspect and work towards a learning organization.

c. The Indian organizations with low learning also have high learning dissatisfaction among its employees. Thus organizational learning is also very important for improving employees learning satisfaction.

d. An instrument has been developed to measure individual competency based on the literature and with the help of expert panel. The reliability and validity of this instrument has been verified and hence, the same instrument can be used in future research studies.

6.4 LIMITATIONS

The limitations of this study are:

- The study has been conducted in Chennai region, so the restricted geographical region is a limitation for this study.
- Only three sectors manufacturing, telecom and IT are covered under this study.
- Since in telecom sector, there is no foreign-based organization, a comparison could not be made between foreign and Indian organization in the telecom sector.
Survey method employing self-reporting subjective measures is used and no objective measures have been incorporated in the research methodology due to constraint in financial resources and time.

6.5 SCOPE FOR FURTHER RESEARCH

This research work has been undertaken in Chennai region of Tamil Nadu in India in six organizations two each from the manufacturing, telecom and IT sector. The future researchers can conduct research in areas of organizational learning and competency in other regions of India and in other sectors to compare the results to arrive at more generalized conclusions. Future researchers can also undertake the relationship of learning organizations with other performance measuring indicators like financial performance.