CONTENTS

List of Tables i-iii
List of Figures iv-v
List of Abbreviation vi-vii

CHAPTER 1 - INTRODUCTION 1-19
1.1 Introduction 1
1.2 Research Background 2
1.3 Gaps in the literature 5
1.4 Research Problem 7
1.5 Research questions 7
1.6 Objectives of the research 8
1.7 Explanation for the research 8
1.8 The Scarcity of Inclusive Research on OL 8
1.9 Theoretical framework 10
1.10 Hypotheses of the study 11
1.11 Overview of Research Methodology Applied In This Research 11
1.12 Definitions 13
  1.12.1 Organizational learning (OL) 13
  1.12.2 Organizational Culture (OC) 14
  1.12.3 Transformational leadership (TL) 15
  1.12.4 Empowerment (EMP) 16
  1.12.5 Organizational Effectiveness (OE) 17
1.13 Limitations and Conventions 18
1.14 Outline of thesis 19
1.15 Conclusion 19

CHAPTER 2 - DEFINITIONS AND CONCEPTS OF RESEARCH 20-35
2.1 Introduction 20
2.2 What is Organizational learning: Research Context (OL) 20
  2.2.1 Perspectives of OL 20
  2.2.2 Organizational Learning (OL) and Learning Organization (LO) 23
  2.2.3 Definition of OL 24
2.3 Background of OL 27
2.4 Background of OC 28
2.5 Background of TL 31
2.6 Background of OE 33
2.7 Conclusion 35

CHAPTER 3 - INDUSTRY PROFILE 37-60
3.1 Introduction 36
3.2 Origin and development of Telecom in India 36
3.3 Telecom Industry – Evolution 38
3.4 Prologue to Telecommunication 41
3.5 Indian Telecom sector and present scenario 44
3.6 Opportunities of Indian Telecom Sector 47
3.7 Telecom Regulatory Authority of India and Department of Telecommunication 47
3.8 Department of Telecommunications (DoT) 48
3.9 Telecom Regulatory Authority of India (TRAI) 49
3.10 Formation of Bharat Sanchar Nigam Limited (BSNL) 49
3.11 Bharat Sanchar Nigam Limited (BSNL) 54
3.12 BSNL- Effectiveness Highlights During 2014-15 57
3.13 Initiatives and Contribution of BSNL 58
3.14 Conclusion 60

CHAPTER 4 - RESEARCH MODEL AND HYPOTHESIS DEVELOPMENT 61-113
4.1 Introduction 61
4.2 Conceptual framework of organizational learning models 62
4.3 Model Development for the study 67
4.4 Comprehensive Conceptual Model 78
4.5 Proposition and hypothesis 80
4.6 Construct development 86
4.8 Conclusion: 113

CHAPTER 5 - RESEARCH METHODOLOGY 114-153
5.1 Introduction 114
5.2 Research issue and theories 115
5.3 Research paradigm 115
5.4 Research design 119
5.5 Sampling Design 126
5.6 Questionnaire design 134
5.7 Reliability 139
5.8 Validity 140
5.9 Administration of the survey 142
5.10 Data analysis 142
5.11 Structural equation modeling (SEM) 144
5.12 Absolute fit indexes and Incremental fit indexes 149
5.13 Conclusion 153

CHAPTER 6 - ANALYSIS AND INTERPRETATION OF DATA 154-209
6.1 Introduction 154
6.2 Assessment of survey response 154
6.3 Data screening 159
6.4 Descriptive finding 160
6.5 Assessing the constructs 169
6.6 Assessment of discriminant validity 184
6.7 OL – OE 184
6.8 OL – OC 186
6.9 OL – TL 187
6.10 OL – EMP 191
6.11 OC – TL 192
6.12 OC – EMP 193
6.13 TL – OE 195
6.14 TL – EMP 196
6.15 Discriminant validity assessment 198
6.16 Analysis of data: Specifying and testing the model 198
6.17 Specifying the structural model 199
6.18 Testing the model 204
6.19 Testing the mean differences characteristics of respondent. 205
6.20 Conclusion 209
CHAPTER 7 - SUMMARY, CONCLUSION AND SUGGESTION 210-225

7.1 Introduction 210
7.2 Summary 211
7.3 Conclusions 211
7.4 Mediation effects 219
7.5 Suggestion and implication 220
7.6 Limitations of the Research 224
7.7 Opportunities for future research 224
7.8 Conclusion 225

REFERENCES AND BIBLIOGRAPHY 226-269
APPENDICES 270-280