

Towards A Stage Model Of Learning Organization Development

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Abstract

Becoming a Learning Organization (LO) is widely recognized as a process through which organizations can develop characteristics that enable them to be competitive in an increasingly competitive business environment. While there is an assumption that LOs have the ability to manage change, few empirical studies are available to prove whether an organization with strong LO characteristics also has a high level of change-readiness. In developing itself into an LO, an organization seems to gain possession of relevant characteristics through knowledge acquisition, knowledge sharing and knowledge utilization. There is, however, a lack of clarity on what LO characteristics are developed at each of the three stages. The relationship among these stages is also confusing.

The purpose of this research is to confirm whether organizations with a high level of LO characteristics also have a high level of readiness-to-change. It also attempts to verify the relationship among the LO development stages of knowledge acquisition, knowledge sharing and knowledge utilization.

A questionnaire has been designed following an extensive review. It incorporates "an Inventory of LO Characteristics" to measure the level of LO characteristics formed in an organization. There are also questionnaire to gauge the level readiness-to-change. The questionnaire has been distributed to employees in two leading mobile phone service companies in Thailand. The industry is selected because of its changing business environment. Thailand has been chosen for as the location for the research because few studies in LO have been conducted outside the more developed economies.

The findings demonstrate two major insights. Firstly, the correlation coefficient between the six categories of LO characteristics - cultural values, leadership commitment and empowerment, communication, knowledge transfer, employee characteristics and performance upgrading - and readiness-to-change confirms that if an organization has a high level of LO characteristics, it will also have a high level of readiness-to-change. Secondly, the correlation coefficient between the three LO development stages - of knowledge acquisition, knowledge sharing and knowledge utilization - and readiness-to-change, support the hypothesis that they follow a sequential order.

Results of the research are analysed and discussed, providing valuable contributions to both research and practice in the area.

Declaration

I certify that this work contains no material which has been accepted for the award of any other degree in any university or institution; and to the best of my knowledge and belief it contains no material previously published or written by another person, except where due reference has been made in the text.

I give consent to this copy of my thesis, when deposited in the University Library, being made available for loan and photocopying.

Signed _____

(Yuraporn Sudharatna)

Dated _____

List Of Publications

The following is the list of publications and presentations completed during the research.

Sudharatna, Y & Li, L. (2002), Management Practices as Determinants of a Learning Organization attributes: A Thai Agenda. In *Proceedings of The Third Conference of the Asia Academy of Management*, Bangkok, Thailand.

Sudharatna, Y & Li, L. (2003), An Organizational Readiness-to-change towards the Development of a Learning Organization. In *Proceedings of The Fifth International conference of Organizational Learning and Knowledge*, Lancaster, UK.

Sudharatna, Y & Li, L. (2004), Leadership and Employee Characteristics as Determinants of Learning Organizations. In *Proceedings of Academy for Global Business Advancement Conference*. New Delhi, India.

Sudharatna, Y & Li, L. (2004), Knowledge Acquisition: An Essential Step on Becoming a Learning Organization. In *Proceedings of Workplace Learning Conference*. Copenhagen, Denmark. (Abstract)

Sudharatna, Y & Li, L. (2004), LO Characteristics Contributed to Its Readiness-to-Change. Under reviewing process of *Managing Global Transitions International Research Journal*.

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