

## **CHAPTER 5 CONCLUSION AND RECOMMENDATIONS**

This chapter presents the conclusion and implications of this research and end up with the limitations with some recommendations for further research.

### **5.1 CONCLUSION AND IMPLICATIONS**

The findings indicate that organizations with adhocracy and market cultures are most the effective in enhancing organizational learning capability, while organizations with hierarchical cultures are the least effective in strengthening organizational learning capability. The survey also finds that Asian-based organizations are more hierarchical-oriented, while Western-based organizations are more market-oriented. Thus, we may conclude that Western-based organizations possess higher organizational learning capability than Asian-based organizations.

Besides, the survey suggests that organization should focus externally if it would like to enhance the learning capability. This is quite true since most firms face external environments that are growing more turbulent, complex, and global – conditions that make interpretation increasingly difficult. External focus enables these firm scan, monitor, forecast and assess the external environment. Scanning help firms to identify early signals of environment changes and trends, monitoring allow firms to detect meaning through ongoing observations of environmental changes and trends, forecasting enable firms develop projections of anticipated outcomes based on monitored changes and trends, and assessing enable organizations to determine the timing and importance of environmental changes and trends for firms' strategies (Hitt, Ireland and Hoskisson, 2001). Cycle of scanning, monitoring, forecasting and assessing the external environment have to be performed on continuous bases. This will involve organizations in knowledge acquisition, continuous learning and reflective-inquiry thinking in order to improve continually.

The result recommends that if an organization would like to embark into a learning organization, it should value flexibility and decentralization, creativity and innovation, expansion and growth, task focus and goal achievement, efficiency and profitability, excellent outcome and goal clarity. These values enable company to:

- (1) Involve in continuous learning, share the vision of being learning organization all over the firm, encourage reflection-inquiry skills and team learning, and people are able to think in a more holistic way.
- (2) Provide a supportive learning climate, incorporate learning opportunities into entire organization's operations and programs, and design a flat and boundary-less structure to ease learning process.
- (3) Fully empower its leaders to participate in learning in order to be more inventive and risk-oriented, and encourage customers, suppliers and community groups to participate in the learning activities.
- (4) Encourage strongly knowledge acquisition and creation of new knowledge, capable in storing, sharing and utilization of knowledge across the entire organization.
- (5) Rely heavily on technology application in the learning process.

From the survey, it shows that indirectly, people that attached to those firms which put emphasis on the above values tend to be more competence, satisfied with the development and the firms are likely to be more innovative. On the other hand, firms should avoid hierarchical control that focus on centralization, stability, routinization, formalization and management of the existing bureaucracy if it would like to increase its learning capability.

We can notice that "tuition reimbursement to attend formal university course", "formal mentoring from supervisors on professional and career development" and "getting performance feedback from peers" are the least preferred formal, informal and incidental learning. Nonetheless, these leaning opportunities have significant relationships with organizational innovativeness. This suggests that if an organization would like to enhance its innovativeness, it might need to study to increase the preference level of these learning opportunities.

## **5.2 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH**

A few limitations of the present study should be considered while interpreting the findings. For instance, size of company of the respondents was not taken into consideration in this research. The companies may range from a

large-scale to even a small-scale type of organization. Business culture and organizational learning between large-scale and small-scale companies might be dissimilar significantly. Nonetheless, this portion was ignored in this research. In this case, future research should study the relationships between business culture and organizational learning of large- and small-scale Malaysian organizations separately.

In addition, the study only applies to manufacturing firms in Malaysia. Future research can be conducted for some other important industries in Malaysia such as servicing since this line is playing a more vital role in Malaysian economic nowadays; banking and financial institutions in view of the fact that mergers and acquisitions was recently being carried out for local banks and financial institutions in order to equip them to compete against foreign banking and financial institutions.