



UNIVERSITI  
TEKNOLOGI  
MARA

# THE DOCTORAL RESEARCH

## ABSTRACTS

Volume: 3, Issue 3 May 2013

# THIRD ISSUE

**INSTITUTE of GRADUATE STUDIES**

*Leading You To Greater Heights, Degree by Degree*

**IPSiS Biannual Publication**

**Name** : Ghamdan Yahya Abdullah Al-Odhari  
**Title** : Learning Organization Practices And Their Relationship With Organizational Performance Moderated By Background Variables In Yemeni Telecommunication Organizations  
**Faculty** : Business Management  
**Supervisor:** Dr. Nurol 'Ain Mustapha (MS)  
 Dr. Khaled Ateeq Saeed Abdullah (CS)

This study aims to explore learning organization practices and their relationship with organizational performance in Yemeni Telecommunication Organizations (YTOs). A survey approach using a version of Arabic translated *Dimensions of the Learning Organization Questionnaire* (DLOQ) developed by Watkins and Marsick (1993) that implies seven characteristics to the development of a learning organization, namely, continuous learning, inquiry and dialogue, teamwork, embedded systems, empowerment, systems connections, and provision of leadership are used. Five communication organizations were participated in this study (3 local: Public Yemeni Telecommunication, TeleYemen, and Yemen Mobile; and 2 Foreign: SabaFon and MTN). A total of 577 questionnaires were distributed, to employees at both senior and middle levels, and 447 questionnaires were returned with a response rate of 77.5%. Results of the study revealed that the practices of the seven dimensions showed low especially *empowerment*, while the highest dimension was *continuous learning*. Correlation analysis showed that all of the correlation coefficients were significant at the .01 level, and with an overall medium positive relationship with financial performance while large with knowledge performance. On the other hand, the results of the perceived measures of organizational

performance that be explained by the seven dimensions indicate that learning organization dimensions had statistically positive and significant contributions to both organizational financial performance and organizational knowledge performance, and also point out to the adequacy of the measurement model with the collected data. In addition, The results of the influence of gender, management role and type as moderating background variables indicated that these three variables moderate the relationship between learning organization dimensions and organizational performance, and the models of male, middle role and local organizations indicate more appropriate fit than the other three models (female, senior role and foreign organizations). This study represents the first empirical attempt to introduce the concept of the learning organization in YTOs. Thus, it contributes to better understanding of the concept and issues related to apply it. In addition, revalidation of DLOQ in the Arabic context is undoubtedly provide stakeholders and practitioners in YTOs and other sectors in Yemen with reliable tool to assess and monitor learning culture by which they will be able to initiate the concept of the learning organization.