

EXPLORING THE INFLUENCE OF ORGANIZATIONAL LEARNING ON EXECUTIVES PERFORMANCE IN THE IT SECTOR: A STUDY IN CUDDALORE DISTRICT

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Abstract

An organization seeks to ensure the participation of employees in decisions making. It helps in the utilization of skills. It also provides better incentives related to the job. Creativity and continuous improvement with minimal loss of time and resources allowed HPHR Practices to be implemented in the organization. (Ali et al., 2018) Researchers found that all together when human resource practices were used strategically they resulted in a positive relation towards the performance of an organization. According to Schuler & Jackson (1987), HRM practices are described as organizational actions. They intend to oversee the human resources that are available and also enumerate whether the available resource is utilized or not in achieving the corporate objectives. This article concentrates on assess the influence of present organization experience of the respondents on high performance human resource practices. The researcher used Anova analysis to find the result of the research study. The findings suggest that employees with fewer years in their present organization tend to rate high-performance HR practices more favorably than those with longer tenure. Employees with more than 10 years of experience consistently reported the lowest mean scores across all six HR practices, indicating potential dissatisfaction or declining perceived relevance of these practices over time.

Key words : Organizational Learning, Performance and HRM Practices.

Introduction

A significant organizational progress has been observed in a couple of decades through HPHR Practices. The correct bundling of HR Practices can substantially affect growth and development of the organization. HPHR practices deal with managing the workforce in an organization, which means first assessing needs of manpower, then recruiting strategically efficient and skilled employees, managing and retaining them at workplace with the proper compensation. The decisive purpose of HPHR practices is to create a dynamic, competitive, and flexible work culture which induces an employee to be self-motivated and committed to accomplish the vision of a business concern. Good HR practices are influential in achieving organizational objectives along with the enhancement of organizational and personnel outcomes.

As far as the impact of HRM is concerned strategically, it has been described as the set of procedures for managing personnel that is intended to enhance organizational performance (Boselie et al., 2005). For more than three decades, researchers have used the term HRM. Earlier, it was typically referred as personnel management (Daud, 2006). Numerous studies have shown that human resources are crucial for gaining competitive advantage that determines a success or failure of the business (Gould- Williams, 2003). Human resource management is a structured and consistent way to manage an organization's most aluable asset, its employees who, individually and collectively, contribute to its success. In addition, HRM is a management role that supports employee recruitment, selection, training, and development(Vetrivel.et.al 2022,2024). The study of organizational performance has shown that different dimensions of this construct have an ability to maintain quality of the workforce and also help to retain the employees (Absar et al., 2010). Individuals who contribute in achieving corporate goals in exchange of compensation are known

as human resources (Denisi & Griffin, 2005). According to Stone & Rosopa (2017), HRM is an effective use of manpower resources toward the attainment of organizational goals and meeting employee needs. According to Taticchi (2010), HRM is used to improve the organizational performance by comprehending and addressing employee concerns. The goal of HRM practices is to have a happy and loyal workforce (Ahmad & Schroeder, 2003; Maxwell et al., 2006).

Practices in human resource management are seen to be vital for boosting organizational effectiveness and production (Petrescu and Simmons, 2008). Numerous academicians have conducted in-depth research on the functions of HR to learn more about the different ways in which HR policies, procedures, and practices can influence the corporate outcome (Tracey, 2014). According to the research conducted by Hiltrop (1996), practices that are seen as being the most important in his model are performance assessment, selection, remuneration, and development of employees. The success of an organization is a major concern in today's demanding and competitive climate, which greatly depends on capacity to acquire and retain talented personnel in order to maximize the contribution of HRM to the business. Other large and small-scale variables also influence an organization's success (Mirah, 2017). In contrast to macro-level elements, which comprise the external factors of the organization, micro-level elements are internal factors, present within the organization. Internal organizational segments and sub-determinants of organizational success have received the majority of attention in the current study. The existence of an HR department inside an organization is not only the means of achieving the corporate mission. It is also crucial to look at how employees view HRMP (Human Resource Management Practices).

Review of Literature

(Jyoti et al., 2017) The study explored the significance of organizational learning with innovation as mediating variables between HPHR Practices and business performance. Reliability and validity were proved. The study was performed in the telecommunication sector in Jammu and Kashmir, India. To test the hypotheses, researcher used confirmatory factor analysis and structural equation modelling. The findings revealed that the effect of mediating and moderating variables was found to be significant with innovation and organizational learning in concerning HPHR Practices.

Danie (2017), through this study, researcher tried to explore the influence of recruitment and selection on organizational performance. The significance of the compensation and reward system on the performance of the organization was also examined in the telecom sector in Somalia. Correlation and regression was used to test the hypothesis. The results found that there was an association between different HRM practices and performance of the organization.

CourseNotes & Mihail, (2017) looked at the association between a high-performance work structure and employee performance among 296 medical professionals. According to the findings, a high-performance work system and the performance of employees found to be significantly correlated.

Lu et al., (2015) found the relationship between HPHRPs and performance of the organization. The respondents were from Chinese service sector. Regression analysis and structural equation Modeling was used to analyze the data and innovation was found to be the mediating variable between HPHR Practices and performance of the firm.

(Bashir & Long 2015) The relationship between training characteristics and the dedication of academic personnel in Malaysia was investigated. The conclusion of the study showed that all training-related factors were connected to the commitment. Two dimensions of commitment

namely, affective and normative showed a significant results except the third dimension of commitment, continuance commitment. The availability of training was the key contributing element in the case of normative commitment, whereas co-worker support was found to be the largest driver for affective commitment. **(Jyoti et al., 2015)** The aim of this study was to examine the mediating effect of emotional exhaustion in between bundled high-performance human resource practices (HPHRPs) and intention to leave in the education sector. A survey was conducted through questionnaire method. The data was collected from a sample of 514 teachers working in different professional colleges in Jammu and Kashmir, North India. Data was tested through techniques of Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The findings showed that the bundled high-performance human resource practices have greater impact on emotional exhaustion and intention to leave as compared to individual HPHR Practices. It also revealed significant impact through mediating variable on HPHRP.

Ogonori & Burning (2016) examined the connection between HRM practices and performance. The study was conducted in small and medium enterprises in Nigeria. Regression analysis was performed to review the data from 236 respondents. The results showed that staff resourcing techniques did not considerably help in predicting performance outcomes of the organization, while employee performance management strategies have a significant association with financial performance outcomes. The association between HRM practices and organizational performance was investigated.

Sgobbi & Cainarca (2015) provided evidence in their study for the relationship between HPWPs and performance of the organization. The proposed observational examination revealed some important findings when compared to previous research. Researcher suggested a group examination approach to handle the layout that HPWP offers to the enterprise. It reflected a variety of important approaches at managerial level because the performance of an organization gets influenced by the possibility of HPWP framework that may result from various combinations of specific practices. They conducted group analysis to identify the HPWP framework. The group analysis also identified a package that is characterized by an uncritical reception of seemingly random high-performance work practices.

Sattar et al., (2015) analyzed the role of HRM practices in raising employee performance and satisfaction levels. The study's target audience constituted the respondents who worked in the banking industry. Multiple regression techniques were used to analyze the data from 181 respondents and examined how HRM practices affect employee performance. The findings revealed the empowerment methods, followed by training practices, and finally organizational compensation strategies, which were the best predictors of performance in the study. Training procedures allowed employee performance and engagement to improve in a significant manner. It used Baron & Kenny (1986) approach. Employee engagement partially mediated the relationship between HRM practices, employee satisfaction and performance.

Wu et al., (2014) investigated the relationship between the independent and dependent variables. Business characteristics and manpower resources with the High-Performance work practices (HPWPs) were analyzed among UK private companies with 50 representatives. The analysis suggested the terms of showcase-related factors. The adoption of HPWPs was higher in private enterprises that required an exceptionally talented workforce, but found to be irrelevant to either the level of market competition or the proximity of significant predominant clients. This information is based on the data from workplace-employment relation survey. Regarding access to HR expertise, the study discovered that HPWPs were more frequently adopted in private

businesses that have interaction with external sources of HR guidance through membership in business warning systems. However, it was depending upon the unrelated availability of HR professionals. The findings were general in nature. It suggested, rather than categorizing work practices in private enterprises as the inevitable result of market conditions, more significant independent system with business may perhaps increase the number of HPWPs in the organization. **(Mostafa & Gould-Williams, 2014)** The study was undertaken through a partial mediation model where structural equation Modeling was used to find out the results and it was found that there was a positive impact between HPHR Practices, organizational citizenship behaviour, and job satisfaction.

(Eunice, 2014) The study was conducted in the manufacturing sector. The purpose of this study was to examine the major facets of practices of human resource management on the commitment of employees in Nigeria. The results found that training was the major variable which dominated the other variables. When employees were trained they were found to be highly committed towards the organization

Objectives

To assess the influence of Gender of the respondents on high performance human resource practices.

To suggest the feasible solutions to enhance the performance of employees by HR practices.

Research Methodology

This article discussed about the influence of present organization experience of the respondents on high performance human resource practices. The researcher used both primary and secondary data in this research study and simple random sampling was used and the sample size is 350. The researcher used Anova analysis to find the result of the research study.

Data Analysis

Table 1: Influence of Present Organization Experience of the Respondents on Organizational Learning

Variables	Present Organization Experience	N	Mean	SD	F-Value	p-Value
Knowledge Acquisition	Less than 1 year	38	4.02	0.67	4.667	.001
	1-3 years	69	4.14	0.48		
	3-5years	188	3.98	0.56		
	5-10 Years	207	3.96	0.49		
	More than 10 Years	118	3.79	0.64		
	Total	620	3.96	0.56		
Knowledge Distribution	Less than 1 year	38	4.05	0.67	4.217	.002
	1-3 years	69	4.22	0.56		
	3-5years	188	4.08	0.62		
	5-10 Years	207	4.06	0.55		
	More than 10 Years	118	3.86	0.76		
	Total	620	4.04	0.63		
Knowledge Interpretation	Less than 1 year	38	3.26	0.45	4.994	.001
	1-3 years	69	3.33	0.36		
	3-5years	188	3.25	0.40		
	5-10 Years	207	3.20	0.37		

Variables	Present Organization Experience	N	Mean	SD	F-Value	p-Value
Organizational Memory	More than 10 Years	118	3.08	0.49	3.929	.004
	Total	620	3.21	0.41		
	Less than 1 year	38	4.10	0.67		
	1-3 years	69	4.23	0.53		
	3-5years	188	4.10	0.61		
	5-10 Years	207	4.06	0.54		
	More than 10 Years	118	3.89	0.74		
	Total	620	4.06	0.61		

Table 1 presents the mean and standard deviation of Organizational Learning with respect to respondents' Present Organization Experience. ANOVA was conducted to determine whether there are statistically significant differences among respondents with varying lengths of experience in their current organizations. The results indicate that all four dimensions of Organizational Learning—Knowledge Acquisition, Knowledge Distribution, Knowledge Interpretation, and Organizational Memory—exhibit significant differences based on organizational experience, with p-values less than 0.05.

In the case of Knowledge Acquisition, ANOVA results indicate a statistically significant difference ($F = 4.667$; $p = 0.001$). The post-hoc Tukey test reveals that respondents with 1-3 years of experience report the highest mean score (mean = 4.14; $SD = 0.48$), while those with more than 10 years of experience report the lowest (mean = 3.79; $SD = 0.64$). This suggests that employees with shorter tenures are more proactive in acquiring new knowledge, possibly due to their need to adapt to new environments, technologies, and processes. In contrast, long-tenured employees may rely more on existing knowledge and experience rather than actively seeking new learning opportunities.

For Knowledge Distribution, ANOVA results also indicate a statistically significant difference ($F = 4.217$; $p = 0.002$). The highest mean score is observed among respondents with 1-3 years of experience (mean = 4.22; $SD = 0.56$), while those with more than 10 years of experience report the lowest mean (mean = 3.86; $SD = 0.76$). This suggests that employees with fewer years in an organization are more engaged in sharing and distributing knowledge, possibly due to their need to establish themselves within teams and collaborate more frequently. Conversely, those with longer tenures may adopt a more selective approach to knowledge sharing, relying on established communication patterns.

In the case of Knowledge Interpretation, ANOVA results show a statistically significant outcome ($F = 4.994$; $p = 0.001$). Respondents with 1-3 years of experience report the highest mean (mean = 3.33; $SD = 0.36$), whereas those with more than 10 years of experience report the lowest mean (mean = 3.08; $SD = 0.49$). This suggests that newer employees may be more active in interpreting and analyzing information to fit their organizational context, whereas long-tenured employees may depend more on institutional knowledge and established ways of interpreting information.

For Organizational Memory, ANOVA results indicate a statistically significant difference ($F = 3.929$; $p = 0.004$). The highest mean score is observed among employees with 1-3 years of experience (mean = 4.23; $SD = 0.53$), while those with more than 10 years of experience report the lowest (mean = 3.89; $SD = 0.74$). This suggests that newer employees tend to store and recall

organizational knowledge more actively, likely due to their need to learn and retain information about workplace norms, policies, and procedures. In contrast, long-tenured employees may rely more on implicit knowledge, which may not always be actively documented or consciously recalled.

Suggestions

Employees with shorter tenures are more proactive in acquiring new knowledge, possibly due to their need to adapt to new environments, technologies, and processes. In contrast, long-tenured employees may rely more on existing knowledge and experience rather than actively seeking new learning opportunities. Employees with fewer years in an organization are more engaged in sharing and distributing knowledge, possibly due to their need to establish themselves within teams and collaborate more frequently. Conversely, those with longer tenures may adopt a more selective approach to knowledge sharing, relying on established communication patterns. Newer employees may be more active in interpreting and analyzing information to fit their organizational context, whereas long-tenured employees may depend more on institutional knowledge and established ways of interpreting information.

Conclusion

Organizational Learning varies significantly across different levels of Present Organization Experience. Employees with shorter tenures (1-3 years) demonstrate higher engagement in acquiring, distributing, and interpreting knowledge as well as retaining organizational memory. This trend may be attributed to their higher adaptability, learning motivation, and need to integrate into the organizational culture. Conversely, employees with longer tenures (more than 10 years) show comparatively lower engagement, possibly due to a reliance on established routines and accumulated expertise rather than active learning behaviors. These insights emphasize the importance of continuous learning initiatives for senior employees to sustain knowledge flow and innovation within organizations.

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