



# **ANTECEDENT AND CONSEQUENCES OF LEARNING ORGANIZATION IN TEXTILE SECTOR OF SINDH PAKISTAN**

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## ABSTRACT

The objective of this study is to look into the Antecedents and consequences of learning organization in Textile sector of Sindh Pakistan.

This Study is mixed research in nature and explanatory approach is used and design is correlational research. Data were collected through Questionnaire from 450 respondents out of which only 250 responses considered authentic for my research work. Because only 250 of them were working in textile sector. I used the method of interview and hand fill survey method because I found it more valid and authentic and the data which were collected through survey method these all data were put on SPSS V.23 and PROCESS V.31.

Knowledge management, entrepreneurship, and total quality management comprise resonance leadership (RL). Were all discovered to have a large to moderate impact on LO. Additionally, it the previous discovered that Learning Organization produces a powerful employer brand.

The study has important consequences for participants who work in the textile industry. It is recommended that RL be utilized to support LOs in organizations. Additionally, this would help the textile sector build a solid employment brand.

**Keywords** Total quality management, Employer branding, Learning organization, Intrapreneurship, Knowledge management, Resonant leadership

## INTRODUCTION

With the competitive turbulent environment, there have been increasingly huge change in strategy and structure of textile sector to attain competitive advantage. There is inadequacy learning environment to acquire the technique and learning environment of other benchmarked organization to learn, acquire and transform. The acquirer of technique and learning environment does not blindly follow the structure and strategies that do not matching its resources and its capabilities opportunities and advantage over rivals in the market. But it being to match with external environment creativity and innovation of all characteristics of professional methods and research. Creativity and ingenuity existence in the organization that foster the learning. Organization perform as an open system, and they are there depends upon on the interdependence of several resources at the company. If the organization have strong in financial aid in this century, they are engage in contributing, Practices involving sharing and learning and change into the learning organizations (LOs).

According to the JG March and Chris Argynis and many researcher suggest that an organization should be create a learning environment to attain sustainable competitive advantage over other firms. Learning organization not only about existing of any organization it's only about introducing new product, developing employee for resilience. In this era it become need of every organization because in today's dynamic world competitions are more complex so it become medicine for every organization.

An LO helps its members learn while also experiencing rapid change. (Senge, 1990). The commencement of development learning organization in textile sector of Pakistan to fulfill these vision it would call for huge transformation in the system, strategy, structure of the organization. As a result the old method of Research and learning are now required. Fundamental change. Several report found that why textile sector are not consider as learning organization. These are the explanations deficiency of leadership, motivation, facilities for training and development. However there is some standard that must be adapt by textile sector to achieve the status of an LO. Major feature include communication, shared vision, leadership, trust, continuous learning, innovation and creativity, organizational culture and availability of resources. Textile sector need are recognize the quality of being trusted and believed in and recognized the position best textile sector in the world.

According to some Scholars discovered and collect the concept of learning organization (Garvin, 1993; Senge, 1990). This research expands on the extreme and relevant new analysis on LO is accessible. Building an organization into learning organization is an achievement. It give learning environment to its member Total quality management (TQM), knowledge management (KM), and intrapreneurship (INT) necessitate the backing of a resonant leader.

This article's goal is to determine the effect on LOs of these factor in textile sector, therefore convert the textile sector into learning organization and it makes Employer Branding.

Pakistani economy is majorly depends upon textile sector because it is the foundation of its economy. Pakistan is the world's top exporter of cotton yarn, third in terms of cotton consumption, and fourth in terms of cotton production. (Alam, 2009). 60% of Pakistani export only related to textile (Pakistan Economic Survey, 2011). But now, in the recent Pakistan has struggled to obtain time rational share in global market. In 2006 and 2007, the Asian Construction Bank organized a survey with the Research on International Economic Relations even by Indian Council (ICRIER). They conduct the interview who buy the textile and clothing from the Asian countries & other regions of Asia to comprehend consumer or buyers rank their supplier and what criteria of sourcing their decision. The survey specify the result Pakistani textile industry fall when it comes to design, quality, consistency, and dependability, behind nations like China, India, Bangladesh, and Sri Lanka (Asian Development Bank, 2009). This was dangerous situation faced by Pakistan. Therefore it is compulsory to find out implementation of learning organization in textile sector, to see the learning environment have improved the textile business or not.

For Pakistan globally sustain competitive advantage, need energetic or vibrant economy that operate by continuous learning, development, few years ago literature have shifted toward learning organization. So, now industries have shifted toward the concept of learning organization not in literature but in practical.

In Pakistan many companies apply the learning environment for gaining and sustaining the competitive advantage and further for innovation. Frederickson (2001) suggest that employee ownership that will motivate them think positive, do positive, innovate new things, do out of the box. Based on these think employee ownership on work have positive effects on learning environment.

This study aims to test how roles knowledge management, intrapreneurship, resonant leadership (RL), and overall quality management effects on learning organization at three level individual, team and organizational level. Therefore, this study how learning organization resulting in employer branding.

## LITERATURE REIIEW

### Learning organization

Learning organization is a place where people incessantly learn and obtaining the true results through system thinking, personal mastery, mental model, shared vision, team learning. System thinking indicate that organization cannot operate independently and avoid spreading information. Personal mastery employer committed to its employees to keep their knowledge and skills current. Employees can modify an individual with their surroundings and spread past presumptions with the use of mental models. Shared vision is encouraging employees to share their participation, exposure and knowledge to develop a learning organization. Learning cycle is to be completed by team learning. According to the Pedler *et al.*, (1991) learning organization is defined as an organization that encourage the learning of all its employees and smoothly changing itself to gain a competitive advantage.

In every organization there are different pattern of learning acquire by personal and organization which are divided as situational learning according to circumstances, fragmented learning is done through acquisition of knowledge and information ( Kim 1998)

- A circumstances faced by any manager from an employee in learning process in an organization without focusing on future problem solving is called Situational learning (Kim 1998)
- Fragmented learning is occurred when an individual shared their exposure in an organization and shared their mental model within and outside the organization. (Kim 1998). An organization there must be three level of learning at which individual, group and organizational level in which training and development, craft and acquiring knew knowledge and they are derived further seven dimensions (Watkins and Marsick 1993). Furthermore, these aspects are embedded systems, system connectivity, team learning, empowerment, continuous learning, and strategic leadership. Continuous learning means helping each other. Inquiry and dialogue means give them honest review for their performance. Team learning means give them freedom pursuing a mutual goals. Empower implies involve employees and give them control over resources. Embedded system refers to formatting a lesson learned available. System connection refers to encourage global perspective and connection the organization with both

inside and outside resources. Strategic leadership means provide opportunities to learn and think strategically to gain a competitive advantage.

Thus, learning organization has capacity to align employees and structure where people are encouraged to developed their skill for gaining a competitive advantage.

## Total Quality Management

High competition in global market, wide use of new technology, there is a tough competition in a single market for same product, customer searching best alternative that provide high quality with low cost. TQM is one of the best tool in market that might raise the standard of product or service because it is ongoing process of improvement that is used to brush up the quality of product and services more skilfully and effectively (Hashmi, 2000 & 2004). Delivering high quality of product and services in the market will satisfied the supporters it is to be gaining a competitive advantage. Resource-based view state that total quality management use resources effectively and efficiently via total involvement, training and development and decision making of reflexive team member (Barney, 1991). According to the (Von Bertalanffy, 1956) Dispatch the best quality of product and service and hold the stakeholders. Open system theory interpreted organization may change by its environment to remain innovative and flexible.

TQM is beneficial for manufacturing organization as well as services organization Over the preceding 20 years, TQM has wide used of management tool and it is view as a key in management practices (Arumugam *et al.*, 2009). TQM play key role growth and management techniques for development (Prajogo and Sohal, 2003; Hoang *et al.*, 2006).

TQM also serve as a channel for learning. The LO means cautiously changing environment and incessantly better to improve and to gain a competitive edge (Sohal and Morrison, 1995). Therefore, TQM concern the total involvement, training and development for ongoing development and assignment group reflexivity. Total participation entails incorporating all stakeholders, both internal and external, in order to improve the high-quality product process., and to promote quality and knowledge to produce better quality, research, creating and implementing a quality plans, quality improve and consultancy. Continuous improvement means focuses on increasing the quality and standards of product training, support structure, increase in performance and career development of an employees, reward and recognition (Rao *et al.*, 2010).

## Resonant Leadership

Leaders are especially top management play an important role to accomplishment of high performance organization. Vision, mission, rewards, compensation, feedbacks, empowerment, system and structures are totally given by leaders to create a learning culture in an organization

(Senge, 1990). Literature has mostly talk about two leadership style transformational and transactional (Bass et al., 2003). But now organization are looking effectual leader, engage their employees to create a common vision. These leader are working with everyone to create learning environment. These types of leaders are referred to be emotionally intelligent and persuasive leaders (Goleman et al., 2004). The organisational culture is impacted by a leader's emotional intelligence and climate that may affect thirty percent organization performance (McKee, 2011). Emotional leadership may influence in an

organizational climate that result idea generation, innovation and flexibility to change and teach (Tran, 1998). Positive modes and emotions of leaders may affect the audience by virtue of their apparent authority, making good atmosphere, creating good environment of work, spreading good vibes in organization. These types of leaders can encourage their employees or followers through hope, attention, awareness, motivation and compensation (Boyatzis and McKee, 2005).

Leader's goals, dream and desires help to its employees create the ideal representation of hope, his awareness and concentration toward their followers and to create results (solutions) of the critical problem that their followers are not understand their emotions and critical thinking.

Leader may help them out and understand toward other feelings and emotions result in long term favorable outcome.

Resonant leaders follow different types of approaches they control their own emotions and send positive feedback to their followers. They feel it and give positive response, they are stars in an environment of open feedback, open dialogue, mutual respect and trust it create a higher in performance (Goleman et al., 2004). A leader with higher emotional intelligence create emotional state, innovation, risk taker, knowledge sharing, trust, high productivity, increasing the scope of the task, job satisfaction, and commitment. Such leader are transform their self when environmental changes are occurred. Therefore these types of leader may influence and build learning culture because they are risk taker and develop team learning, sharing of knowledge, employee empowerment, and mutual trust among employees thereby contributing high productivity. Thus these types of leaders are encourage (DeRoberto, 2011; Talab and Monfared, 2012). Current theories and explanation about resonant leadership suggest the hypothesis of emotional contagion (Hatfield et al., 1993). Emotional contagion focus on individuals imitate and supportive facial expression, voice,

Attitude and movements of others. Resonant leader doing similar job by spreading positive expressions that followers may mimic and harmonize positive feelings of their leaders within them, thereby result in high performance. Thus, resonant leader is the context of LO, they feel and motivate to their followers their prey with others nearby as their targets. Therefore, we suggest RL is antecedent of LO



## Intrapreneurship

Introduction of intrapreneurship was given by Pinchot (1985). He describe the Intrapreneurship “an organization practice that encourage employee with entrepreneurial skills to take advantage, initiate and innovative and expeditiously within in the business”. INT also discourse of the desire from a person welcome and accept fresh possibilities. Such as risk taker analysis, experimentation, expeditiously initiative, and invention to start new business. The concept of INT has been researched, and there is limited work on INT and LOs concept. INT and LOs means encouraging new knowledge, support individuals, innovation and creativity. To achieve the competitive advantage and organization are struggling to be more innovative and efficient in competitive advantage (Molina and Callahan, 2007). Learning organization is an important to employee for a professional endeavour. It foster the individual to create and sharing knowledge to finding chance of success. (Franco and Haase, 2009) intrapreneurship foster the demand of flexibility by accept new ideas given by an employee (Nery, 2021), this may lead to employee could behave entrepreneur in an organization (Gundogdu, 2012).

INT are also able to sort out problems that are high productivity and low cost this may require a high level of skills like that leadership skill, think differently and form a new perspective that is directly relate to the task. An intrapreneur means taking risk on task innovation within the organization to gain competitive advantage (Antoncic & Hisrich, 2001). Entrepreneurial activity is the factor of learning organization. LOs allows an entrepreneur to make share knowledge to discover fresh opportunities. The key elements of interpreting and intuiting are entrepreneurial learning skills. Highly intuitive employee offers new innovation, whereas interpretation describe the shared understanding of give actions (Franco and Haase, 2009). Thus learning organizational make possible to individual to take initiative continuously development in the systematic manner of risk taking, analyzing, experimentation and innovation. These employees establishing new system and new way of working and learning collectively. Taking risk of task, innovation and initiation are three important measurement that foster the LOs (García-Morales *et al.*, 2006; Molina and Callahan, 2007, 2009; Sayeed and Gazdar, 2003). An intreprenure is risk taker in seeking out new, explore policies, technologies and application that will help innovativeness and improve performance of an existing company (Lessem, 1988). Automatically, this make it possible establishing intrapreneurs in by overcoming obstacles, a company can gain a competitive advantage though environment.

Therefore, we propose: INT is an antecedent of LO

## Knowledge Management

Knowledge management is the essential resources of the organization that provide competitive advantage and maximize its potential (Drucker, 1993). According to the The firm's

knowledgebased theory that organization knowledge is an incomparable sustainable resources organization (Grant, 1996). For many years, the concept of KM has been prevalent, but some organization only accept the theory of KM rather than to implement into practice. KM also define as “the organized, planned and structured process of creating information to generate value that can be utilized to buildup learning environment” (Adhikari, 2010). KM focused on organisational capacity for learning. An LO promote new knowledge, utilize and combine extrinsic resources, integrate knowledge design in documents, encourage to deepen learning and shift this knowledge into other units. KM initiate an environment that promotes employee learning managing learning practices, transfer and share of knowledge within the organization (Hong and Kuo, 1999). Therefore KM utilize the ability to as a component of the growth and advancement process, learn and embrace learning. (Baines, 1997). Although KM not only focus on education sector but mainly focuses on corporate sector. This is because organization is gaining competitive advantage and discarding the old knowledge. Members of the organization only worried about their own development and learning process that is to be highly for gaining the competitive advantage. Mutual consultation and team learning play an important role in moving the team forward so that they can achieve their goals easily. KM only buildup when a company helps with knowledge production, acquisition, transformation, storage, feedback, and dissemination to provide fresh insights (Bhusry and Ranjan, 2012). Knowledge creation and acquisition in the form of team working and benchmark practices; second knowledge transformation and storage it is transformed into different storage or database and organized in documents; knowledge may improve and feedback through continuous assessment; and finally dissemination and usage to form of new project development. KM environment in an organization may lead to spread the knowledge across the organization, this may lead to developing a learning environment and high performance in an organization (Firestone and McElroy, 2004). Thus, process of KM contribute toward the learning.

Therefore, we propose that KM is an antecedent of LO

### Employer Branding

Employer branding is consider as a place where people are willing to work on their own. It is a company's combination of functional, financial, and psychological advantages (Ambler and Barrow, 1996). Functional advantages comprise unique skills to work more efficiently training, development and career growth, salaries benefits leave allowance Remuneration and bonuses, work life balance reduce anxiety and learning culture. When an organization only focus individual career planning and development, individual become loyal to the organization. Employees wants to be connected to the organization, when they are truly satisfied to the organization because they are align individual vision to the organization vision. Learning process is only done by when an employee are motivated and his interest to the growth and development will be increase. This will be more beneficial for potential and existing employees. According to the Signaling theory about the Potential employees build the information from the organization, and organizational characteristics of the organization indicate about the organization. Positive indication attract and retain the potential employees. Therefore, the more positive signal the more quality of employees (Celani and Singh, 2011). According to the Barrow and Mosley, 2011 the organization have a strong employer brand it helps in high skilled applicants, employee satisfaction in the organization and their retention it gives attachment and ongoing learning techniques to its staff. According to social identity theory, when an organization give opportunity

to the its employees for learning and development employees are more connected to the organization (Tajfel and Turner, 1986)

Therefore, an LO effects on employer brand through attachment, benefits and reputation.

Therefore, we propose:

*H5. EB is seen as a likely result of a LO.*

## Relationship between Variable

### RL and LO

Learning organization and resonant leadership give the direction of leadership style, key position of the organization, they provide valuable improvement in the growth of LO. According to the Watkinsm( 2005) the result is similar that because he explained the model of LO in corporate as he found that leader is important because he applying the practices of LOs he associate with goals, common vision managing and controlling all situation, training and development to its employees and making one team. The main focus of the study is leadership style is compulsory for organization because leader are best to come up with support to its followers and to generate a learning environment in an organization. Similar studies were found that the two types of leadership are transformative and transactional require developing an organization into learning place (Hiatt-Michael, 2001; Antonoaie and Antonoaie, 2010), there is another leadership style emotionally intelligent it is similar with resonant leadership, because their positive vibes effects on their work so they are more confident, innovative, think out of the box to complete their objective. Another study was conducted to measure the interaction of resonant leaders and employee so, it is found that when there is resonant leader employee are more satisfied and more going toward innovation. They are more involve in the organization work and loyal to the organization (Scott-Ladd and Chan, 2004).

### INT and LO

Acquiring the relationship of intrapreneurship and learning organizations characteristic in the intrapreneurship organization give positive significant improvement while creating a LO. Our finding of (Molina and Callahan, 2009), who declared that INT help organizational learning because members who start taking risk, innovation, examination and investigation. These types of employees takes challenges and innovate new way of thinking of work done and collectively. Organizational performance increase through innovation and experimentation (García-Morales *et al.*, 2006). Some to discover out out relationship between the learning and intrapreneurship, the result is learning factor play significant role for developing intrapreneur activity that involve continuous learning. It give direction to intrapreneur to produce and disseminate knowledge and explore new window (opportunities) through taking- risk, explore new things and creativity (Franco and Haase, 2009).

## KM AND LO

The association between knowledge management and learning organization is clear in the sense of LO create some innovative and in this way is quite different from non LO. According to some scholars Leonard-Barton, 1992; Stata, 1989; Garvin, 1993; Schein, 1993 point out the interaction between two conditions Marquardt, 1996 explain the in an organization where have supportive culture of learning where learning continuously and collaboratively and changing itself for more efficient knowledge management. A learning organization is a place where people constructing and utilizing knowledge to instantly increasing advantage over rivals arise (Calcantone et al., 2002). According to Sotirakou and Zeppou (2004) the learning organization is the sum up of high-performing firm, because of its potential of sharing comprehension of problem-solving, capturing new knowledge develop and successfully redesign to ecological requirements. Argyris and Scho" n's (1978) also repeat this double loop learning learning" and Senge's (1990) "Generative Learning", these are focus only on organizational knowledge being boost by challenging the status order. Loermans (2002), in his paper, supported the reality of that if an organization day to day increase knowledge, then it is called to be learning organization. So, learning organization where new knowledge is created, transfer, utilizing and it help to sustain competitive advantage.

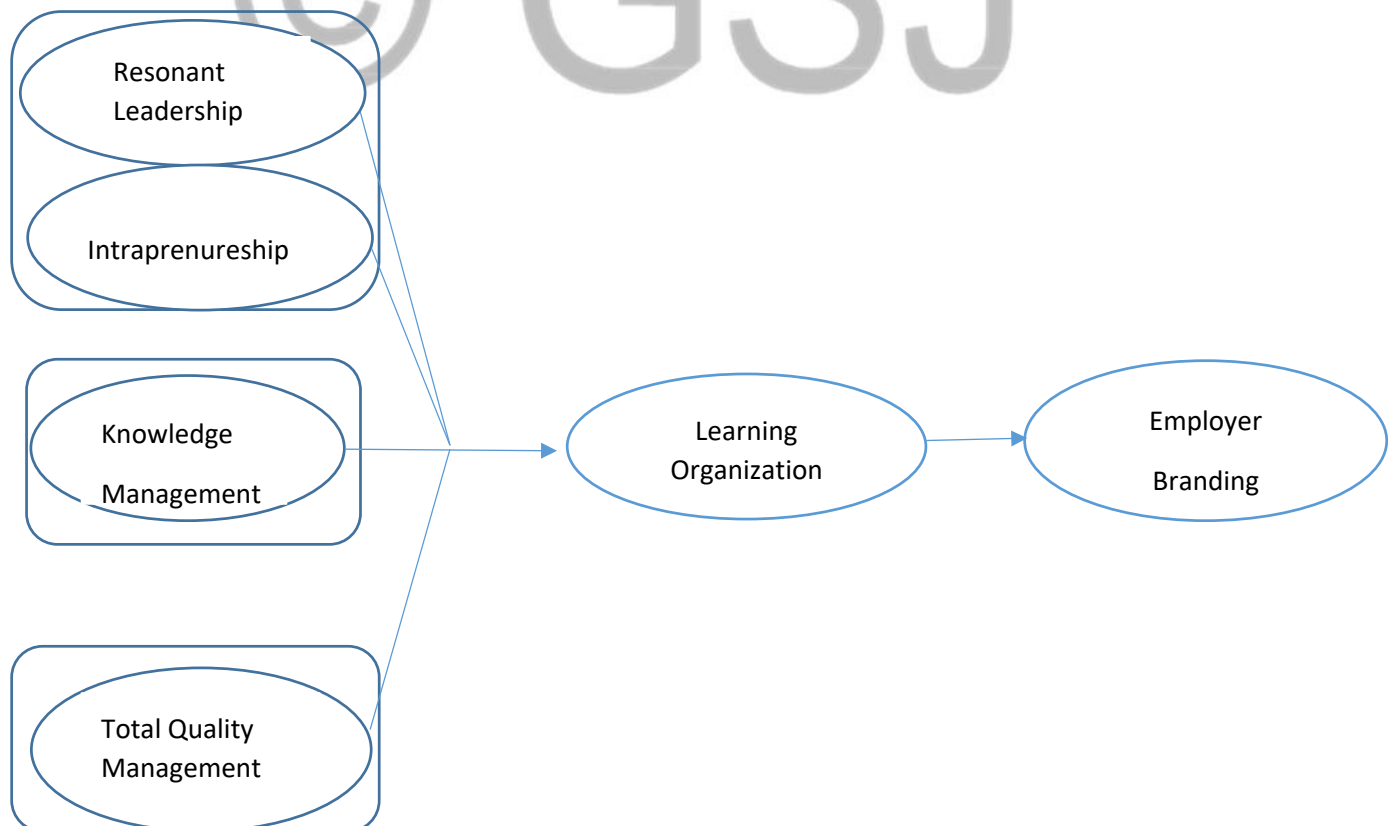
## TQM AND LO

The LO accommodates constantly changing environment and creates a competitive advantage by continuous improvement in every organization. The relationship of TQM and LO, TQM provides the key boost in the creation of Learning Organization. With the study of organizations in Pakistan, a close bond has been found between TQM and LO. TQM close-in teamwork, workforce development, new, improved abilities and they have a single vision.

TQM, then develop an environment that is initial for organization- broad learning (Chang and Sun, 2007). According to Lam et al. (2008) the study is also similar with close to organization that are implement TQM dimensions to promote learning. TQM effects on organizational learning as ongoing development helps to develop a learning organization. TQM affects organizational learning because LO creation via continual improvement. Framework of TQM consist of shared aim and long-term vision, manager involvement, systematic approach and cooperative decision-making. Learning and development occur where employees work in a team to achieve a common goal. Rule-based organizations fetter the development of Total Quality Management. TQM grow in those organizations where flexibility, creativity and risk taking goals supported by innovative leaders. In this research, significantly predicting LO was TQM. Because of an organization guarantee to its attendance of all partner to take excellent target in training, development, research, administration and seminars. Every employee involve in risk taking for their learning and development. The organization efforts on continuously increase and development of work environment for everyone feel better. It also motivate to everyone in organization to help you analyze your decision and enhance methods of operation.

## LO AND EB

LO results in a powerful EB where Learning Organization and Employer Branding attained relation of LO and EB characteristics. Findings of this research are compatible with those of (Lyons and Marler, 2011), who stated that employees feel appreciated in the when organizations are working to improve employee morale competent knowledgeable also. The method of lifelong training of organization results the increased personal and professional improvement of the employee. These people grow to feel linked to the organization and a sense of belonging. Numerous researchers accept that one of the most crucial demands for all workers to thrive in all kinds of learning situations is the need to belong (Connell and Wellborn, 1991; Deci and Ryan, 1991; Finn, 1989; Osterman, 2000). Employees that regularly encounter this are inspired, more involved in the organization and its additional activities and more committed to their activities (Osterman, 2000). But this sensation is outstandingly allied to the employee's participation in the organization and working task. Taking LO, the organization has the competencies to present endless chances for learning, team learning, and encouraging learning culture for personnel and colleagues. LO substantially predicted EB in our research. An organization give them opportunities in form of new innovation, technologies, training and development seminars, compensation, reward and performance based promotion. This is because an organization offers instruction in cutting-edge technology, initiatives for faculty development, job stability, and equitable advancement. The organization also made them **resilience** in the work and support of its employer and employee for synergy.



## Method

### The sample

The sample for this study consisted of 250 employees from 18 textile sector in Sindh, Pakistan. The selection of the sample in the region of Sindh, Pakistan. The criteria of the survey was that the organization should have 15 years or above market exposure.

### The Measure

Collection of data is done in the month of August and September 2022. The feedback of To ensure the accuracy of the data collection, the replies were obtained through personal visits, and therefore, results are 100 per cent.

## Statistical Technique

To test the hypothesis, I used SPSS 23 to gather information for analysis. The correlation analysis has been used to find out the relationship between the variables. Furthermore, regression analysis also used to estimation relationship between a dependent and one more independent variable to assess the strength of the relationship. Also, I used cronbach's alpha were used to check the reliability of the data.

### Reliability of Instrument

The dependability test is run to validate the products' dependability, stability, or consistency. The Cronbach Alpha value for the study must be more than 0.6 nominally. Psychometric theory, J. C. (1978). (2nd Ed.). McGraw-Hill, New York, NY. The reliability test of the items The Cronbach Alpha test is the basis for the (questionnaire). The result reveled that each item is legitimate that show the reliability of the items. The alpha value of RESONANT LEAERSHIP is .997, Intraprenurship .932, Knowledge Management is .992, and Total Quality Management is .997, learning organization .988 and Employer branding .993.

## Data Analysis and Result

For the purpose of the data analysis, SPSS 23 was applied. The normal distribution test was initially run on the data, and it revealed that it was normal. The average values of the combined replies for each component and variable are displayed in Table I.

More correlation was done to verify the theory. The findings of the correlation study are also presented in Table I. All of the independent variables, including RL, INT, KM, and TQM, were shown to have a significant ( $p < 0.01$ ) correlation with LO, and LO was also discovered to have a substantial ( $p < 0.01$ ) correlation with EB. The association between resonant leadership and learning organizations was proven by the correlation analysis. Intraprenureship and Learning

Organization, Knowledge Management and Learning Organization, Total Quality

Management and Learning Organization and Learning Organization and Employer Branding.

Therefore, our H1, H2, H3, H4 and H5, are partially accepted here.

		<b>RL</b>	<b>INT</b>	<b>KM</b>	<b>TQM</b>	<b>LO</b>	<b>EMB</b>
<b>RL</b>	Pearson Correlation	1	.971**	.987**	.987**	.990**	.980**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	249	249	249	249	249	249
<b>INT</b>	Pearson Correlation	.971**	1	.992**	.992**	.991**	.996**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	249	249	249	249	249	249
<b>KM</b>	Pearson Correlation	.987**	.992**	1	1.000**	.998**	.998**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	249	249	249	249	249	249
<b>TQM</b>	Pearson Correlation	.987**	.992**	1.000**	1	.999**	.998**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	249	249	249	249	249	249
<b>LO</b>	Pearson Correlation	.990**	.991**	.998**	.999**	1	.995**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N						

		249	249	249	249	249	249
EMB	Pearson	.980**	.996**	.998**	.998**	.995**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	249	249	249	249	249	249

Hypotheses Testing:

ANALYSIS OF RL

Table: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 <sup>a</sup>	.981	.981	4.26905

a. Predictors: (Constant), RL

As indicated in table, we can see R-Square value is .981, which mean that our independent variable i.e resonant leadership 98% change in dependent variable.



Table: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227973.767	1	227973.767	12509.008	.000 <sup>b</sup>
	Residual	4501.518	247	18.225		
	Total	232475.285	248			

a. Dependent Variable: LO

b. Predictors: (Constant), RL

In table ANOVA result shows the p-value is 0.00 which is less than 0.05, hence we say that there is significant relationship between our IV i.e. Resonant Leadership and the dependent variable Learning Organization.

Table: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.544	.789		3.224	.001
RL	3.196	.029	.990	111.844	.000

a. Dependent Variable: LO

The table show the coefficient result. As indicated beta value is 0.990 which means change in independent variable i.e. Resonant Leadership by one unit will bring about the change in the dependent variable i.e. learning organization by 0.990 units

Furthermore, the beta value is positive, it mean the positive relationship between Resonant Leadership and Learning organization. In other words when between Resonant Leadership increase by one unit the learning organization will also increase by 0.990 units.

## ANALYSIS OF INT

*Table: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 <sup>a</sup>	.981	.981	4.18115

a. Predictors: (Constant), INT

As indicated in table, we can see R-Square value is .981, which mean that our independent variable i.e. Intrapreneurship 98% change in dependent variable.

*Table: ANOVA<sup>a</sup>*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	228157.226	1	228157.226	13050.963	.000 <sup>b</sup>

Residual	4318.060	247	17.482		
Total	232475.285	248			

a. Dependent Variable: LO

b. Predictors: (Constant), INT

In table ANOVA result shows the p-value is 0.00 which is less than 0.05, hence we say that there is significant relationship between our IV i.e Intraprenurship and the dependent variable Learning Organization.

*Table: Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.163	.792		.206	.837
INT	2.598	.023	.991	114.241	.000

a. Dependent Variable: LO

The table, show the coefficient result. As indicated beta value is 0.991 which means change in independent variable i.e. Intraprenurship by one unit will bring about the change in the dependent variable i.e. learning organization by 0.991 units

Furthermore, the beta value is positive, it mean the positive relationship between Resonant Leadership and Learning organization. In other words when between Intraprenurship increase by one unit the learning organization will also increase by 0.991 units

## ANALYSIS OF KM

*Table: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 <sup>a</sup>	.997	.997	1.75684

a. Predictors: (Constant), KM

As indicated in table, we can see R-Square value is .997, which mean that our independent variable i.e. resonant leadership 99.7% change in dependent variable.

*Table: ANOVA<sup>a</sup>*

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	231712.927	1	231712.927	75073.766	.000 <sup>b</sup>
	Residual	762.358	247	3.086		
	Total	232475.285	248			

a. Dependent Variable: LO

b. Predictors: (Constant), KM

In table ANOVA result shows the p-value is 0.00 which is less than 0.05, hence we say that there is significant relationship between our IV i.e. Knowledge Management and the dependent variable Learning Organization.

*Table: Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.384	.332		-1.154	.250
KM	1.108	.004	.998	273.996	.000

a. Dependent Variable: LO

The table show the coefficient result. As indicated beta value is 0.998 which means change in independent variable i.e. Knowledge Management by one unit will bring about the change in the dependent variable i.e. learning organization by 0.998 units

Furthermore, the beta value is positive, it mean the positive relationship between Knowledge Management and Learning organization. In other words when between Knowledge Management increase by one unit the learning organization will also increase by 0.997 units

## ANALYSIS OF TQM

*Table: Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.999 <sup>a</sup>	.997	.997	1.61084
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a. Predictors: (Constant), TQM

As indicated in table, we can see R-Square value is .997, which mean that our independent variable i.e Total Quality Management 99% change in dependent variable.

*Table: ANOVA<sup>a</sup>*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	231834.369	1	231834.369	89345.721	.000 <sup>b</sup>
Residual	640.916	247	2.595		
Total	232475.285	248			

a. Dependent Variable: LO

b. Predictors: (Constant), TQM

In table ANOVA result shows the p-value is 0.00 which is less than 0.05, hence we say that there is significant relationship between our IV i.e. Total Quality Management and the dependent variable Learning Organization.

*Table: Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	-.359	.305		-1.177	.240
	TQM	1.108	.004	.999	298.908	.000

a. Dependent Variable: LO

The table show the coefficient result. As indicated beta value is 0.999 which means change in independent variable i.e. Total Quality Management by one unit will bring about the change in the dependent variable i.e. learning organization by 0.999 units

Furthermore, the beta value is positive, it mean the positive relationship between Total Quality Management and Learning organization. In other words when between Total Quality Management increase by one unit the learning organization will also increase by 0.999 units

### ANALYSIS OF LO AND EB

*Table: Model Summary*

<b>Mode</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.995 <sup>a</sup>	.990	.990	1.94017

a. Predictors: (Constant), LO

As indicated in table, we can see R-Square value is .990, which mean that our independent variable i.e. Learning Organization 99% change in dependent variable.

Table: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94063.033	1	94063.033	24988.502	.000 <sup>b</sup>
	Residual	929.770	247	3.764		
	Total	94992.803	248			

a. Dependent Variable: EMB

b. Predictors: (Constant), LO

In table ANOVA result shows the p-value is 0.00 which is less than 0.05, hence we say that there is significant relationship between our IV i.e. Learning Organization and the dependent variable Employer Branding.

Table: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.625	.365		1.713	.088



LO	.636	.004	.995	158.078	.000
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a. Dependent Variable: EMB

The table show the coefficient result. As indicated beta value is 0.995 which means change in independent variable i.e. Learning Organization by one unit will bring about the change in the dependent variable i.e. Employer Branding by 0.995 units

Furthermore, the beta value is positive, it mean the positive relationship between Learning Organization and Employer Branding. In other words when between Learning Organization increase by one unit the Employer Branding will also increase by 0.995 units

## Conclusion

This essay concentrated on four Learning Organization variables: Resonant Leadership style, Intrapreneurship, Knowledge Management, and Total Quality Management. This study's goal was to look into the causes of LOs. It is clear from the research and debate that all of the antecedents and outcomes described above have a major impact on the level of output in Sindh's textile industry. In particular, the study's "resonant leadership style" is a novel and potentially important IV. It has important ramifications for the textile industry. It primarily implies that a visionary and emotionally perceptive leader style will significantly contribute to LO in the textile business. Thus, this finding has disputed the widely held and implicit belief among researchers that RL is the only strategy for improving LO. Therefore, it is stated here that in order to improve learning and performance, it is crucial to reimagine the process of continuous learning. Resonant leaders can thus control the expression of their feelings of abrupt shifts and are able to comprehend and deal with the fear. Even before the crisis, they are ready for a change. They foster an environment of zeal and adaptability where individuals are free to be innovative, creative, and participate in practices of information sharing. The study's important independent variable is "knowledge management." The findings supported the likelihood of its connection to LO and reaffirmed its importance as a predictor of LO. Therefore, it is advised that KM receive proper attention. It is inferred that it had to be encouraged in corporations because exchange of information and expertise amongst coworkers fosters the development of original ideas and inventive solutions that result in improved outcomes. The result is that "intrapreneurship" also significantly benefits LOs. It predicts that INT will significantly improve learning. As a result, the organization's leader should encourage the faculty to participate in projects that will improve learning by taking the lead, using cutting-edge techniques, and taking calculated risks. In the textile industries, "Total quality management" has a big impact on LOs. Additionally, it makes a considerable contribution to LOs. The main takeaway is that participation in the reflective decision-making job by individuals from all levels promotes learning and continual growth. Last but not least, when a company develops into a LO, a powerful employer brand is created. In order to obtain high benefit in the form of ongoing learning at all levels, including those of the person, the team, and the organization, the textile

industry can apply this fact and practice the same. Thus, in order to become a LO, the organization's head and members are encouraged to concentrate to RL, INT, KM, and TQM. The developer, leaders, researchers, practitioners, government, and society all benefit most from this initiative. The scenario about how crucial it is for organizational learning to develop into a LO is being introduced to the staff by managers using examples from this training. Although the concepts of leadership, INT, KM, TQM, LO, and EB are frequently taught to employees, it might be difficult for them to put these concepts into practice and turn their own business into a LO. Organizations are settings where learning occurs in the truest sense as a response to the new technical and globalization environment. Sharing knowledge leads to the creation of new knowledge, which enhances an organization's performance and capacity for learning. The knowledge of the prerequisites for transforming their organization into a LO is something organizational leaders can also connect to. They can determine if their organization already qualifies as a LO or what is required to make it one using the conceptual framework that has been supplied. Additionally, leadership styles have a big influence on organizational learning in the textile industry because they need to fit with the culture and structure already in place to support learning behaviors at all organizational levels. Finding answers to the forthcoming issues presented by the mushrooming expansion of the textile business in Sindh, researchers are further investigating the pertinent topic in depth. Fieldworkers are learning new perspectives for their

RL, KM, INT, and TQM should be incorporated into learning and development programs as ideas and recommendations for becoming a LO. In order to satisfy certain industrial demands, the government might create policies for the textile industry. The organization may also be able to replace training and development with action learning strategies with the aid of an appropriate finance mechanism. The last but not least are social perks, which are for knowledgeable and picky clients. These clients may be potential investors or workers. They wish to join the organization that upholds high standards for organization. Additionally, the company may benefit from LOs practices by integrating a common vision, goal, and strategy that would enable all stakeholders to develop creative training and enhance the current programme. The consequences are limited in several ways, though. Only the textile industry in Sindh was covered by this research. Because the samples were obtained using the survey approach, there was a chance that replies would contain personal biases. The respondents did, however, get human help while replying because the responses were gathered through personal visits. As a result, the likelihood of prejudice and ignorance decreased. The respondents did, however, get human help while replying because the responses were gathered through personal visits. As a result, the likelihood of prejudice and ignorance decreased. Additionally, the study neglected the workers and solely considered the employees, leaving space for additional research. Consequently, despite its flaws, the study made important contributions to the understanding of the phenomenon of LO and how it relates to RL, INT, KM, and TQM. To generalize the results of this study, additional research can be done using a larger, more meaningful sample size. Relationship between independent and dependent variables employed in this study will provide different results when comparable research is conducted in various national cultures. A comparison of scale in the textile industry is also included. This work fills a gap in the corpus of knowledge and opens new avenues for investigation.

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