

**The Relationship between Learning Organization Practices and  
Organizational Performance: The case of Software Industry in Sri  
Lanka**

By

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## Declaration

The work described in this research was done by me under the supervision of Dr. K.M.S.D. Kulatunga and a report on this has not been submitted in whole or part of any university or any other institutions for another Degree / Diploma.



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## BONAFIDE CERTIFICATE

I certify that the above statement made by the candidate is true and that this research is suitable for submission to the University of Sri Jayewardenepura for the purpose of evaluation



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## **ABSTRACT**

The concept of the learning organization has received considerable attention in the scholarly literature because superior learning processes have been heralded as a source of competitive advantage. Organizations that embrace strategies consistent with the learning organization are thought to achieve improved performance. Yet few empirical studies have examined the relationship between the learning organization concept and firms' performance. To assess this association, the authors obtained managerial responses to the Watkins and Marsick Dimensions of the Learning Organization Questionnaire (DLOQ) instrument along with both perceptual and objective measures of firms' performance. Results suggest a positive association between the learning organization concept and firms' financial performance. The article discusses implications for research and practice. At the same time the study focuses on finding upto which extend the Learning Organization practices are using in Sri Lankan Software companies and it revealed that only few practices are common in the industry.

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### **List of Abbreviations**

<b>Abbreviation</b>	<b>Description</b>
LO	Learning Organization
IT	Information Technology
DLOQ	Dimensions of the Learning Organization Questionnaire
OL	Organizational Learning
OD	Organization Development
BOI	Board of Investment
ERP	Enterprise Resource Planning
OASP	Online Application Service Provider
HBR	Harvard Business Review
HR	Human Resources
ROI	Return of Investment
CPT	Cost Per Transaction
ICTA	Information Communication Technology Agency