

## **PROMOTING LEARNING IN ORGANIZATIONS: STRATEGIES FOR BUILDING A SUSTAINABLE CULTURE**

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### **Abstract**

Organizational Learning is a critical factor influencing the development and enhancement of personnel capabilities, as well as the long-term sustainability of organizations. This research aims to explore methods for promoting organizational learning and propose strategies for fostering a sustainable learning culture. The study employed qualitative data analysis through case studies, questionnaires, and interviews with personnel from various organizations. The research sample consisted of 1) Personnel from Suan Sunandha Rajabhat University, Udon Thani Education Center, including administrators, faculty members, staff, and students, totaling 32 participants. 2) Personnel from government agencies, including administrators and staff, totaling 8 participants. The sample was selected using a purposive sampling method. Research instruments included 1) Interview forms 2) Questionnaires Data analysis utilized percentages, mean ( $\bar{x}$ ), and standard deviation (S.D.). The findings indicated that efforts to promote organizational learning and create a sustainable learning culture were highly effective. The current state of Suan Sunandha Rajabhat University, Udon Thani Education Center, as a learning organization, was rated at the highest level. However, it is recommended that personnel management teams maintain these standards while implementing improvements and adaptations to align organizational learning systems with environmental changes and personnel needs. This approach will enhance the organization's capacity and competitiveness effectively.

**Keywords:** Promote learning, Building a sustainable culture

### **Introduction**

Suan Sunandha Rajabhat University, Udon Thani Education Center, plays a significant role in producing and developing quality personnel in both academic and management fields. The university prioritizes organizational learning as a means to enhance the knowledge and skills of its workforce. In an era marked by intense competition and rapid change, organizational learning has become a cornerstone of organizational development. Establishing a sustainable learning culture not only strengthens personnel capabilities but also enhances adaptability, preparing organizations for future challenges (Somboon, 2017). Particularly in environments shaped by rapid technological advancements and economic uncertainty, organizational learning serves as both a tool for personnel development and a strategy for ensuring long-term sustainability (Chanpen, 2015).

Organizational learning encompasses various types, such as on-the-job learning, experiential learning, and theoretical learning. Organizations employ diverse approaches to foster these learning forms (Setthawitaya, 2013). A key factor in cultivating a learning culture is the support from organizational leaders, who play a critical role in motivating personnel,

shaping learning strategies, and providing adequate resources and time for development (Buakeaw, 2019).

Developing a sustainable learning culture involves creating opportunities for knowledge exchange, leveraging digital tools for knowledge management, and implementing effective learning systems (Nonaka & Takeuchi, 1995). In Thailand, research by (Chanpen, 2015) shows that organizations with robust learning cultures benefit from leadership support at all levels, ensuring continuous learning throughout the organization.

(Somboon, 2017) further emphasizes the benefits of integrating digital technologies into learning processes. Tools such as online platforms for collaborative learning and flexible training programs accessible anytime, anywhere, significantly enhance learning efficiency by accommodating diverse workforce needs.

However, despite growing awareness of organizational learning in Thailand, many organizations struggle to integrate learning into their core strategies effectively (Setthawitaya, 2013). This lack of integration leads to discontinuity and unsustainable learning practices. Small and medium-sized enterprises, in particular, face challenges related to limited resources and expertise in managing organizational learning systems. To address these challenges, organizations must prioritize workforce development, foster motivation, and enhance job satisfaction to achieve their goals (Nilarun, 2015).

This study seeks to identify strategies for promoting organizational learning and building a sustainable learning culture. It focuses on analyzing factors that support learning, the role of leadership, and the application of technology in knowledge management. The findings aim to provide actionable guidelines for organizational development across diverse contexts. By fostering a sustainable learning culture, organizations can enhance their adaptability and maintain competitiveness in the long term.

The research employs a conceptual framework grounded in related studies and case analyses of various organizations. The expected outcomes will provide valuable insights for developing learning strategies applicable across all organizational levels.

### **Research Objectives**

1. To study the factors that promote organizational learning, with a particular focus on leadership support, creating spaces for knowledge exchange, and utilizing technology for knowledge management.
2. To analyze strategies for building a sustainable learning culture within organizations, emphasizing the integration of learning into core organizational strategies and fostering employee participation in the learning process.
3. To explore the use of digital tools and technologies in promoting learning and knowledge management within organizations, aimed at enhancing learning efficiency and developing employees' skills.

### **Scope of the Research**

#### **1. Population Scope**

The population in this study consists of personnel, divided into two main groups:

- 1) Personnel from Suan Sunandha Rajabhat University, Udon Thani Education Center, including administrators, academic staff, support staff, and students, totaling 32 individuals.
- 2) Personnel from government agencies, including administrators and staff, totaling 8 individuals. These were selected using purposive sampling.

## 2. Content Scope

The content scope of the study includes promoting organizational learning, focusing on the assessment of learning processes within the organization, specifically:

- Learning Content: Analyzing the appropriateness of the content designed for personnel learning within the organization.
- Learning Process: The methods and strategies employed by the organization to promote learning, such as training, technology usage, and related learning activities.
- Learning Outcomes: Evaluating the results of the learning process in various aspects, such as skill and capability enhancement of personnel, as well as improving work efficiency within the organization.

## 3. Time Scope

The research entitled "Promoting Learning in Organizations: Strategies for Building a Sustainable Culture" is set to be conducted over a period of 10 months, covering data collection, analysis, and the presentation of recommendations for enhancing organizational learning strategies.

## Research Methodology

### 1. Research Methodology

This study is a Research and Development (R&D) project focusing on promoting organizational learning to establish and develop a sustainable learning culture at Suan Sunandha Rajabhat University, Udon Thani Education Center. The research employs a mixed-methods approach, integrating quantitative research and qualitative research to obtain comprehensive and diverse data for analysis and development.

### 2. Research Steps

The research process is divided into five main steps:

#### - Step 1: Literature Review

This step involves reviewing previous research and related literature to study theories, methodologies, and findings relevant to promoting organizational learning and developing a sustainable learning culture.

#### - Step 2: Research Design

This includes designing questionnaires and interview protocols to collect data from the target population. Variables and indicators for assessing organizational learning are identified and defined.

#### - Step 3: Data Collection

Data collection involves administering questionnaires and conducting interviews with selected participants. The sample includes personnel from Suan Sunandha Rajabhat University, Udon Thani Education Center, comprising academic staff, administrative personnel, and executives. Additionally, personnel from public sector organizations, including executives and staff, are selected using purposive sampling.

#### - Step 4: Data Analysis

The collected data from questionnaires and interviews are analyzed using statistical tools such as percentage and content analysis. The analysis aims to derive results and provide recommendations for developing strategies to promote organizational learning.

#### - Step 5: Research Reporting

The final step involves preparing a research report summarizing the findings along with recommendations for improving organizational learning and proposing strategies for fostering a sustainable learning culture.

### 3. Data Collection

The data collection will be conducted using two primary methods:

- Questionnaires:

The questionnaires are designed to collect data on the opinions and experiences of organizational personnel regarding learning within the organization. The content is categorized into three main aspects:

- 1) Learning content
- 2) Learning processes and methods
- 3) Learning outcomes

Interviews:

Interviews will be conducted with organizational personnel, such as lecturers, educational support staff, and executives. These interviews aim to obtain high-quality data on their perspectives and experiences regarding organizational learning, as well as their opinions on the development of a sustainable learning culture.

### 4. Data Analysis

The data collected from questionnaires and interviews will be analyzed using the following techniques:

Quantitative Data Analysis:

Descriptive statistics will be employed, such as calculating percentages to evaluate the opinions and attitudes of personnel regarding various aspects of organizational learning. Frequency analysis will also be used to prioritize the importance of each factor.

Qualitative Data Analysis:

Content from the interviews will be analyzed using content analysis to identify key themes and significant issues emerging from the participants' perspectives. These findings will then be assessed and synthesized into conclusions and recommendations for improving organizational learning.

## Research Results

From the Research: Promoting Organizational Learning: A Sustainable Culture Development Approach

Based on the document review and survey responses from a sample group of 40 participants, the findings regarding the general demographic information are as follows:

- Gender: The sample consisted of 19 females (47.5%) and 21 males (52.5%).
- Age Group: The majority were aged 31–40 years, with 18 participants (45%), followed by the 41–50 age group, with 10 participants (25%), those aged 50 and above, with 7 participants (17.5%), and those aged 21–30 years, with 5 participants (12.5%).
- Position: Most participants held administrative roles, accounting for 18 participants (45%), followed by academic staff at Udon Thani Education Center, with 16 participants (40%), and executives, with 6 participants (15%).
- Work Experience: The majority had worked for 5 years or less, with 21 participants (52.5%), followed by those with 6–10 years of experience, with 16 participants (40%), and those with more than 10 years of experience, with 3 participants (7.5%).

Table 1: Mean and Standard Deviation of Respondents’ Opinions on Organizational Learning Content

Study of Organizational Personnel’s Opinions on Organizational Learning	Average ( $\bar{x}$ )	Standard deviation (S.D.)	interpreting results	(n = 40)
				Ranking results
1.1 The learning content presented within the organization is suitable for the work you do.	4.40	0.68	High	4
1.2 The learning content helps enhance the skills necessary for the job.	4.63	0.48	Highest	3
1.3 The learning content is up-to-date and aligns with the changes in the industry.	4.80	0.40	Highest	2
1.4 The learning content can be applied effectively to improve work performance.	4.31	0.75	High	5
1.5 Organizational learning provides you with new knowledge that enhances your ability to perform your work.	4.83	0.38	Highest	1
<b>Average</b>	<b>4.59</b>	<b>0.54</b>	<b>Highest</b>	

Table 1 shows the results of the study on the opinions of organizational personnel regarding organizational learning. Overall, the learning content received the highest average score (mean = 4.59, S.D. = 0.54).

When considering each item, the following results were observed: Organizational learning provides you with new knowledge that enhances your ability to perform your work received the highest rating (mean = 4.83, S.D. = 0.38). The learning content is up-to-date and aligns with industry changes also received the highest rating (mean = 4.80, S.D. = 0.40). The learning content helps enhance the skills necessary for the job received a high rating (mean = 4.63, S.D. = 0.48). The learning content presented within the organization is suitable for your work received a high rating (mean = 4.40, S.D. = 0.68). The learning content can be applied effectively to improve work performance received a high rating (mean = 4.31, S.D. = 0.75).

Table 2: Mean and Standard Deviation of Organizational Personnel’s Opinions on Organizational Learning Processes and Methods

Study of Organizational Personnel’s Opinions on Organizational Learning	Average ( $\bar{x}$ )	Standard deviation (S.D.)	interpreting results	(n = 40)
				Ranking results
2.1 The learning process allows you to exchange experiences with personnel within the organization.	5.00	0.00	Highest	1
2.2 The learning processes and methods within the organization promote collaborative learning and teamwork.	4.57	0.49	Highest	3
2.3 The use of technology in learning (such as e-learning, learning videos) helps increase convenience in the learning process.	4.11	0.89	High	5
2.4 The training or learning activities organized are diverse and engaging.	4.83	0.38	Highest	2

Study of Organizational Personnel’s Opinions on Organizational Learning	Average ( $\bar{x}$ )	Standard deviation (S.D.)	interpreting results	Ranking results
2.5 The learning process within the organization is easily accessible and convenient.	4.31	0.75	High	4
<b>Average</b>	<b>4.57</b>	<b>0.50</b>	<b>Highest</b>	

From Table 2, the results of the study on the opinions of organizational personnel regarding organizational learning processes and methods revealed that, overall, the learning processes and methods received the highest average score (mean = 4.57, S.D. = 0.50).

When considering each item, it was found that: The learning process allows you to exchange experiences with personnel within the organization received the highest rating (mean = 5.00, S.D. = 0.00). The training or learning activities organized are diverse and engaging received the highest rating (mean = 4.83, S.D. = 0.38). The learning processes and methods within the organization promote collaborative learning and teamwork received the highest rating (mean = 4.57, S.D. = 0.49). The learning process within the organization is easily accessible and convenient received a high rating (mean = 4.31, S.D. = 0.50). The learning process within the organization is convenient and accessible received a high rating (mean = 4.11, S.D. = 0.89).

Table 3: Mean and Standard Deviation of Organizational Personnel’s Opinions on the Outcomes of Organizational Learning

Study of Organizational Personnel’s Opinions on Organizational Learning	Average ( $\bar{x}$ )	Standard deviation (S.D.)	interpreting results	Ranking results
3.1 The outcomes of learning have increased your work efficiency.	4.51	0.60	Highest	1
3.2 You are able to apply the knowledge	4.43	0.60	High	2
3.3 Organizational learning helps increase your confidence in your skills and abilities.	4.00	0.86	High	3
3.4 Organizational learning helps you develop both professionally and as a leader	3.74	0.87	High	5
3.5 Organizational learning enables you to grow in your career and provides opportunities for advancement.	3.97	0.77	High	4
<b>Average</b>	<b>4.13</b>	<b>0.74</b>	<b>High</b>	

From Table 3, the results of the study on the opinions of organizational personnel regarding the outcomes of organizational learning revealed that, overall, the outcomes of learning received a high average score (mean = 4.13, S.D. = 0.74).

When considering each item, it was found that: The outcomes of learning have increased work efficiency was rated the highest (mean = 4.51, S.D. = 0.60). You are able to apply the knowledge gained from learning to your work was rated high (mean = 4.43, S.D. = 0.60). Organizational learning helps increase your confidence in your skills and abilities was rated high (mean = 4.00, S.D. = 0.86). Organizational learning enables you to grow in your

career and provides opportunities for advancement was rated high (mean = 3.97, S.D. = 0.77). Organizational learning helps you develop both professionally and as a leader" was rated high (mean = 3.97, S.D. = 0.74).

The researcher collected data through interviews with personnel from Suan Sunandha Rajabhat University, Udon Thani Education Center, as well as personnel from government agencies. The interviewees expressed consistent views, which can be summarized as follows: Importance of Learning Content: Personnel from both organizations agreed that presenting appropriate and up-to-date content is a key factor in enhancing skills and knowledge. This is especially true for content related to career development and changes in the industry. Use of Diverse Learning Processes: Both groups of personnel recognized that various learning methods, such as online training, group learning activities, and knowledge exchange among employees, are effective in developing knowledge and skills. Support from the Organization: Both university and government personnel agreed that organizational support in providing resources and learning opportunities significantly impacts the success of personnel development, particularly having time or space for additional learning.

From the interviews, there were also suggestions for improving and developing the learning processes within the organization. These included increasing the diversity of learning channels, providing continuous learning support, and fostering employee involvement in planning.

## Discussion

From the research findings, it was found that organizational learning at Suan Sunandha Rajabhat University, Udon Thani Study Center, has key factors that contribute to the success of organizational and personnel development. These include the areas of learning content, learning processes, and learning outcomes.

### Learning Content

The study found that content that is relevant and appropriate to actual work helps employees effectively apply their knowledge. This aligns with the research of Supaporn Janpen (2015), who stated that developing content related to the work will promote organizational sustainability.

### Learning Processes and Methods

The research showed that diverse learning processes, such as the use of technology and appropriate training, help develop employees' skills quickly and effectively. This is consistent with the research of Phongsak Somboon (2017), which emphasized the use of technology in learning to improve work efficiency.

### Learning Outcomes

The research found that employees could apply the knowledge gained to improve work efficiency and develop themselves in their career paths. This aligns with the research of Sirivan Setthawitaya (2013), who pointed out that a good learning culture will help employees grow in their careers and increase work efficiency.

Conclusion Promoting learning within an organization is important for personnel and organizational development. By providing appropriate content, using diverse learning processes, and supporting from management, the learning process will be effective and sustainable in the long run.

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