

The Influence of Organizational Learning Strategies on the Affective Commitment of Employees in the Retailing Enterprises

Xue Deng¹, Jingjing Su¹

Abstract

Taking the retail enterprise' s employees as the research object, this paper explores the impact of organizational learning strategies on the affective commitment of employees. The organizational learning strategies are the open mind, sharing the vision and learning commitment. Through analyzing the existing literature, the theoretical model of learning strategies and affective commitment is constructed. And then it used SPSS17.0 and AMOS17.0 to analyze the data of 330 employees of the enterprise. The analyses include the research data analysis, exploratory factor analysis, confirmatory factor analysis and structural equation modeling. Through empirical research, we draw the conclusion: the open mind, sharing vision and learning commitment have a significant impact on the affective commitment of the employees, and the influence degree is different.

Keywords: Retailing enterprise, Organizational learning strategy, Affective commitment

1. INTRODUCTION

In the era of knowledge economy, knowledge is a magic weapon for the retail enterprises and their employees. Only having the professional knowledge, mastering the knowledge and using knowledge, the enterprises can innovate and obtain competitive advantage. In retailing enterprises, however, only the employees who have a strong learning ability and innovation ability have the ability to use knowledge and carry out innovation activities. Therefore, the competition between the retail enterprises is the competition of their talents. In order to maintain its own competitive advantage in the market, retailing enterprises must establish their own organizational learning strategies and continuously improve the organizational commitment of employees so that the enterprises can have powerful human resources now and in the future.

Throughout the existing literatures, most of the researches explore the affective commitment as a dimension of organizational commitment. From the "economic man"to "social people" to "complex people", the emotional fluctuations of employees can change their attitudes to the enterprise. In view of the importance of affective commitment, this paper will regard it as an important research variable and explore its influencing factors. For the influence factors of affective commitment, the scholars have carried on the beneficial exploration from the aspects of personality characteristics, role and job characteristics. However, study from the perspective of organizational learning to the emotional commitment

¹School of Management, Bohai University, Jinzhou121013, China

of employees is not so much. However, effective organizational learning strategy can give employees full play to their own value and achieve a sense of achievement in an organization. Thus they will form an emotional attachment to the organization. In view of this, this study will explore the effect of organizational learning strategy on the affective commitment of employees from the perspective of theory and empirical research, in order to provide a practical reference for the modern retailing enterprises to carry out organizational learning and improve the level of human resource management.

2. Research model and hypothesis

As shown in Figure 1, in the research model, it mainly analyzed the impact of the three organizational learning strategies which are the open mind, sharing vision, learning commitment to the affective commitment. Specific analysis is as follows:

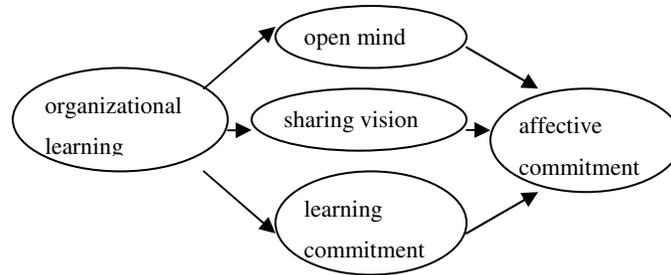


Figure 1. Research model of organizational learning strategy for retail enterprises influence to affective commitment.

Open mind is a kind of organizational learning strategy, which is to break through the traditional mode, to transcend the conventional thinking and to keep accepting the new things. The effectiveness of open mind strategy is that it can help enterprises to change the old ideas and methods, and thus it can adapt to internal and external environment. In the role of open mind strategy, it can not only encourage the employees to innovate and provide reasonable suggestions, but also to break into the rules and have the creative thinking. While enterprises accept and accommodate staff questioned and dissatisfaction, it will be helpful to increase the enthusiasm of employees being into the group, so as to enhance the organizational commitment of employees. In view of this, this paper puts forward the following assumptions: Hypothesis 1: the open mind has a positive effect on the employee’s affective commitment.

Sharing vision is that the organization's leaders share the future development blueprint of the enterprise with their employees. When the company has a clear goal and share it with employees, employees will be fully aware of the future of the enterprise. Once the personal goals is consistent with business goals, employees will contact their own dream with the corporate vision. And thus they will enhance the responsibility of corporate goals, improve the enthusiasm and initiative of the work. Finally it will greatly enhance the employees’ satisfaction and affective commitment. Therefore, this paper puts forward the following assumptions:

Hypothesis2: sharing vision has a positive impact on the employees’ affective commitment.

Learning commitment refers that the enterprises think organization learning as the basic concept of the development of the enterprise. If companies pay attention to organizational learning, seeing organizational learning as a strategic investment rather than simply spending, actively establishing learning organization, in such a working atmosphere, employees will be aware of improving their work skills and abilities to achieve the goal. It will also help to achieve a person's career development, so as to arouse the staff's loyalty and love. Therefore, this paper puts forward the following assumptions:

Hypothesis 3: learning commitment has a positive effect on the employees' affective commitment.

3. Research design and analysis

The questionnaire is comprised of three parts. The first part is the basic situation of the individual, including gender, age, educational background, the nature of the unit, position and the working time. The second part is the organization learning strategy scale. According to the research results of Sinkula, Baker & Noordewier (1997). It includes three strategies which are learning commitment, sharing vision and open mind. The affective commitment scale is mainly used in the Allen & Meyer (1993) organizational commitment scale.

This research mainly uses the method of questionnaire survey to collect data. The issuing object is the retailing enterprise' s employees and the questionnaire is anonymous. The forms of payment are mainly in the form of online and in print. The electronic questionnaire was distributed to the students, friends, alumni and all kinds of forums, which were distributed to the enterprises. The paper was distributed in Liaoning, Shanghai, Beijing, Zhejiang, Guangdong, Shandong, Jiangsu, Henan and etc. A total of 500 questionnaires were distributed, 378 questionnaires were returned, 330 valid questionnaires were valid, the effective recovery rate was 66%.

4.Data analysis

The reliability analysis of the organizational learning scale, standardized Cronbach's coefficient was 0.882. The standardized Cronbach's coefficient of affective commitment is 0.889. Therefore, the Cronbach's coefficient of the scale is more than 0.65, which indicates that the intrinsic reliability of the research variables is in accordance with the requirements of this study.

The validity analysis is carried out by the maximum likelihood estimation method (MLE), which is used to obtain the standard factor load. It is used to compare the relative influence between the variables. Then accord to the factor load values between 0.5-0.95 to choose the measurement index. Among them, in addition to one factor which the load was not in line with the requirements, the other measure index factor of the load was between 0.5-0.95. So the measurement subject was modified and the item was deleted. Then the factor load value was all among 0.5-0.95, which showed that the model was suitable for structural equation analysis.

According to the hypothesis of this paper, the organizational learning strategies have a significant positive effect on affective commitment. Therefore, this paper uses AMOS17.0 to establish the structural model of four latent variables which are open mind, sharing vision, learning commitment and affective commitment. Among them, open mind, shared vision,

learning commitment are as independent variables, affective commitment is as the dependent variable. Through analysis, the fitting index of the model are: $\chi^2/df=327.335/129=2.537<3$, $GFI=0.904>0.9$, $RMSEA=0.068<0.08$, $CFI=0.930>0.9$, $IFI=0.930>0.9$, $TLI=0.916>0.9$, $PNFI=0.750>0.5$, $PCFI=0.784>0.5$. The fitting index shows that the structural equation model has reached the standard. The overall fitting of the model is good. So the structural equation model is acceptable.

From the results of Table 1, we can know that the total standardized effect value of open mind and affective commitment is 0.755, and through a significant test ($P<0.001$), which supports the hypothesis that the open mind has a positive effect on affective commitment; The standard effect of shared vision and affective commitment is 0.073, $P<0.001$, which is assumed to be set up; the standard of learning commitment and affective commitment is 0.113, the P value is 0.024 less than 0.05, and the effect is achieved, so the H3 is supported.

5. CONCLUSIONS

On the basis of theoretical research, the paper explored the impact of organizational learning strategies on affective commitment. It used the questionnaire to collect data and SPSS17.0 software to analyze the collected data, then used AMOS17.0 to construct and fit the structural equation model of organizational learning strategies and affective commitment. Finally, the following conclusions are drawn: (1) Open mind, sharing vision and commitment strategy of organizational learning have positive influence on the affective commitment of the employees. (2) From the results of the data, the effect of the open mind strategy on affective commitment is higher than that of the learning commitment.

Table 1. The path coefficient of organizational learning strategies and affective commitment model.

path	Non normalized parameter values	S.E.	C.R.	P	normalized parameter values
affective commitment ←open mind	0.950	0.163	5.815	***	0.755
affective commitment ←sharing vision	0.081	0.129	0.629	***	0.073
affective commitment ← learning commitment	0.196	0.086	2.262	0.024	0.113

These findings suggest that the open mind is conducive to enhancing the emotional feelings of employees. Open learning culture can make the enterprises accommodate the staff. And the enterprise will be pleased to adopt reasonable suggestions so that employees are more likely to accept and recognize the enterprise. Thus it enhances the enthusiasm of employees to integrate into the organization and enhance their fear and love of the organization. Sharing vision can specify the struggle direction of the staff, which it can the staff achieve not only the organization's goals but also their personal goals. Then they will come into being the emotional recognition to the organization. Learning commitment reflects the importance of learning. The enterprise regard learning as a development strategy, which can increase the

opportunities for employees to participate in training, learning and foreign studies. It will greatly affect the learning attitude of the staff and enhance the staff's affective commitment to the enterprise.

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