

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF LEARNING ORGANIZATION AND
NETWORK COMMUNICATION ON
EMPLOYEE PERFORMANCE OF ZEYA & ASSOCIATES
CO., LTD.**

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MBA II – 24

MBA 26TH BATCH

MAY, 2024

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ACADEMIC YEAR (2022 – 2024)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Learning Organization and Network Communication on Employee Performance of Zeya & Associates Co., Ltd.**” has been accepted by the Examination Board for awarding the degree of Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to investigate the effect of learning organization and network communication on employee performance of Zeya & Associates Co., Ltd. The primary data are collected from employees of all levels in the Zeya & Associates Co., Ltd. The sample size is 152 out of 250 employees using the Rasoft calculator and simple random sampling method is used to select the employees. Online survey methods are used to gather the data. The data collection time was from February 2024 to March 2024. The secondary data are gathered from textbooks, international research, papers, articles, and relevant websites and records and documents of the human resource department in Zeya & Associates Co., Ltd. According to the regression results, the study found that the effect of learning organization on employee performance, network communication has the effect on mediating the relationship between learning organization and employee performance. Therefore, the company needs to focus on the importance of continuous learning and network communication to achieve employee performance.

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LIST OF ABBREVIATIONS

- DYMD - Deputy Managing Director
- MD - Managing Director

CHAPTER 1

INTRODUCTION

At the present time, companies face a lot of challenges in today's dynamic business. Some of the prominent ones include talent acquisition and retention, technological disruption, global competition, cybersecurity threats, regulatory compliance, customer expectations, supply chain disruptions, environmental sustainability, changing consumer behavior and financial management. To cultivate a workforce equipped with the skills for success, leaders can foster a talent-first culture. By putting talent first, companies can improve organizational performance through employee performance. Companies who shift to a learning organization have a better chance of creating a continual learning environment. Any organization prioritizes personal and professional growth through knowledge transfer. These organizations encourage learning as a part of their culture.

At this moment, a learning organization is crucial to succeed in overall growth and continuously adapt to a changing organization. Learning is a lifetime process and for socialization, learning is a key factor. Social adjustment is not possible without a learning process. Learning is a crucial component in every aspect of life. Learning organizations define employees as trying to acquire new knowledge and learn from each other, knowledge sharing among employees (Jensen, 2005). Learning organizations refer to a company that emphasizes continuous learning and development at all levels (Atak et al., 2010). Learning organizations can be termed knowledge-creating organizations because they generate new knowledge, foster awareness and drive innovations, and initiatives.

Knowledge-creating organizations are one where each individual is a creative and knowledge-generating person. The learning organization facilitates the exchange of practical and useful knowledge by establishing a flexible, group-oriented structure. The learning organization is a setting where organizational learning continuously occurs. The organization encompasses two fundamental aspects: learning and knowledge. Learning leads to the creation of new knowledge. Knowledge contained within an organization provides business value. Companies fostering a robust culture of learning enhance employee performance. The learning organization enriches employee performance for the organization.

Employee performance refers to the outcomes attained by an individual or team within an organization's efforts. Any endeavors undertaken to enhance a company or organizations business constitute a form of performance (Singh, 2016). Employee performance is a management challenge because of success in achieving the goals and ensuring the company survival. Employee performance is the result of ability, effort, and perception of tasks from the employee. According to Shmailan (2016), employee performance is an action that employees do in carrying out the work done by the company. The performance of employees has the potential to either enhance or damage an organization reputation and can influence its profitability (Sendawula et al., 2018). Employee performance is the successful execution of tasks, responsibilities, or assignments by an individual employee or a group of employees, as defined by a set of performance criteria. Network communication is one of the elements influencing employee performance aside from learning organization.

Network communication is described by listening and providing feedback, the structured pathways through which information circulates within an organization, as opposed to completely unstructured dissemination (Noni et al., 2018). Network communication involves the exchange of understandable information in both directions. These networks represent consistent arrangements of interpersonal connections enabling the circulation of information across the organization.

Zeya & Associates Co., Ltd. is one of the Myanmar holding companies and was founded in 1996. It has 250 employees in Myanmar with robust collaborations with both domestic and international entities. The business units of Zeya & Associates are Myanmar Central Power, Medical System, Air System, and Power System. This company encourages and invests in more knowledge initiatives. This investment can enhance employee performance and network communication. Therefore, this study explores how learning organization and network communication affect on employee performance at Zeya & Associates Co., Ltd.

1.1 Rationale of the Study

Employee performance is critical in shaping employees perceptions of work, interactions with colleagues, and contributions to organizational growth. Employees are crucial in determining their performance in various situations; they collaborate with

superiors to fulfill their duties, adhere to job descriptions, and uphold the ethical principles of organizational effectiveness. Any organization should continuously develop its employees to stay relevant in today's business environment, as job requirements are constantly changing. Therefore, providing learning opportunities and fostering network communication are vital for every organization.

In today's rapidly changing world, the ability to network communication is essential for individuals and organizations to seize opportunities and stay relevant. Network communication within an organization facilitates the exchange of information, resulting in enhanced collaboration, problem-solving, and decision-making. A solid communication network in an organization promotes transparency, trust, and cohesion among team members, and enhances the learning organization.

Learning organization deal with employee performance and network communication to improve performance levels across the organization. Learning organization play a crucial role in promoting continuous learning, fostering dialogue and inquiry, facilitating team learning, integrating embedded systems, empowering members, establishing system connections, and fostering strategic leadership among all members. Learning organization emphasize the importance of continuous learning and adaptation to thrive in an ever-evolving environment. Therefore, this study intends to bring the important points for learning organization into light.

Zeya & Associates Co., Ltd. supports knowledge and best practices sharing that enables individuals and teams to exchange knowledge and expertise, fostering a culture of continuous improvement. By sharing best practices, employees can learn from each other and adopt more efficient work methods. Knowledge is a collective endeavor rather than an individual one. Network communication facilitates collaborative problem-solving and idea development across different departments and disciplines. By tapping into the organization's collective wisdom through network communication, individuals and teams can make better-informed decisions. Practices of learning organization and enhancing network communication increase employee performance. Therefore, this study analyzes the effect of learning organization and network communication on employee performance.

1.2 Objectives of the Study

The objectives of the study are as follows;

1. To examine the effect of learning organization on employee performance in Zeya & Associates Co., Ltd.
2. To examine the indirect effect of learning organization on employee performance through network communication in Zeya & Associates Co., Ltd.

1.3 Scope and Method of the Study

This study focuses on the effect of learning organization and network communication on employee performance of Zeya & Associates Co., Ltd. The primary data are collected from employees of all levels in the Zeya & Associates Co., Ltd. The sample size is 152 out of 250 employees using the Raosoft sample size calculator. The primary data are collected from 152 out of 250 employees from all departments using a simple random sampling method. Online survey methods are used to collect the data. The data collection period was from February 2024 to March 2024.

The secondary data are gathered from textbooks, international research, papers, articles, relevant websites, records, and documents of the human resources department at Zeya & Associates Co., Ltd. Both the descriptive method and linear regression analysis are used to analyze the collected data.

1.4 Organization of the Study

This study is organized into five chapters. Chapter one is an introduction to the study, and it includes the rationale of the study, objectives of the study, scope, and method of the study, and organization of the paper. Chapter two presents literature reviews including theoretical concepts, empirical studies related to learning organization, employee performance and network communication and the conceptual framework of the study. Chapter three focuses on the profile and learning practices of Zeya & Associates Co., Ltd. Chapter four presents the analysis of the learning organization, employee performance and network communication. Finally, Chapter five describes the findings and discussions, suggestions and recommendations, and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explores the theoretical background of all variables applied in this study. It covers theories, definitions, and the significance of learning organization, network communication, and employee performance. It reviews previous studies on the relationships between learning organization, network communication, and employee performance. The chapter concludes with the conceptual framework of the study.

2.1 Learning Organization

Edmondson and Moingeon (1996) described the learning organization as a process in which entities expand possible actions by assimilating information. The concept of a learning organization symbolized a move towards organizational development and collaborative learning. Learning organization originated from practical experience and thoughtful analysis, whether through structured or informal channels. Aslam et al. (2014) pointed out that a learning organization was constantly learning and transforming. The crucial point was that the individual and the organization enhanced employee's ability to advance and broaden knowledge through learning. Learning organization processes were distinguished by understanding how and why learning occurred (Huber, 1991).

A learning organization was one that provides with opportunities for ongoing learning as part of its efforts to proactively anticipate and respond to existing changes (Pedler et al., 1989). Learning organization has two main components, namely; organization members, and the structure and culture created by the social institution of the organization (Yang et al., 2004). The learning organization model was divided into four levels, namely: firstly, the individual level which consisted of two dimensions of organizational learning, namely a continuous learning, dialogue and inquiry; secondly, team or group level which was reflected from the team learning and collaboration; thirdly, organizational level, which had two dimensions of organizational learning, namely embedded system and empowerment; and fourthly, the global level, which consisted of two dimensions of organizational learning, namely the connection system and strategic leadership (Bunyamin & Kadarusman, 2022).

A learning organization was a broad concept that encompasses methods and tactics aimed at improving an organization's overall performance (Pettinger, 2007). Learning organization prioritized enhancing the skills, capacities, quality, abilities, attitudes, and behaviors (Song, 2015). The organization supported organizational learning by establishing frameworks and formulating strategies (Dodgson et al., 2003). A learning organization was a process in which a company gains new knowledge and understanding from the shared experiences of its employees (Zagoršek et al., 2009). Learning organization is a basis for enhancing employee performance (Elnaga & Imran, 2013).

Learning organization is usually more flexible and faster to respond to new challenges. Learning organization facilitated learning opportunities focused on identified competencies, promoted and incentivized, not limited to senior management (Armitage et al., 2006). Learning organization involved individuals transitioning between different levels of knowledge as employees engaged within a network of interacting individuals. Learning took place on an individual level through the acquisition of skills and knowledge. Knowledge acquisition is the process a company uses to obtain new information and knowledge.

The learning organization was a collaborative endeavor across various levels: the individual, group, and organizational levels (Chang & Lee, 2007). According to Senge (2012), the practice of a learning organization involved several key aspects: firstly, organizations engage in the continuous supply of new ideas and information sourced from the surrounding environment, employee development, and other relevant sources. Secondly, this new knowledge and information are distributed throughout the organization to ensure that every unit is informed. Finally, organizational behavior occurs when integrating this new knowledge. A learning organization is an organization that proactively creates, acquires, transfers, and changes the behavior of the organization based on new knowledge and new insights (Margono et al., 2017).

2.2 Network Communication

Network communication among any participants involves collective recognition and collaborative planning. Employees shared comprehension of mutual advantages and trust among each other (Cortés-Sánchez, 2019). According to Jackson and Schuler (1995), communication was crucial in organizations. Network communication could be linked to

strong employee performance. The communication network aims to enhance member involvement, with its objective openly understood by all members. Network communication played a critical role in increase employee performance. Internal and external communication flowed incessantly, making it indispensable for an organization's prosperity (Hee et al., 2019).

Communication is the most crucial skill that an individual can possess, both at work and in social settings. Despite this importance, people often dedicate minimal effort to enhancing communication abilities (Bennett et al., 1986). Black (2013) indicated that communication within an organization is to convey messages effectively, foster mutual understanding among employees, boost job morale, and ultimately contribute to improving employee performance. In social settings, employee bonding outside the workplace involves organizing activities like bowling, games, mountain climbing, and experience sharing (Robbins et al., 2017). Cornelissen (2008) observed that certain organizations consistently monitor employees' relationships and may seek to regulate who they form relationships with and how they communicate.

Employees gained an understanding of performance expectations, learn how to perform within the organization, and become aware of managerial feedback through various forms of communication (Ballard & Seibold, 2006). Fussell and Kreuz (1998) expressed that network communication was essential and crucial for achieving organization. Network communication served as a key instrument for reaching organizational objectives. According to Hussaini (2015), network communication engaged with employees, driving employees' performance and growth within the organization. Communication was a vital skill, efficient management and maintaining interactions between employees to perform daily tasks (Poor et al., 2010).

Network communication was usually two-way, between leaders or employees (Papa, 1990). Network communication involved the exchange of understandable information in both directions. Thus, communication was successful if the recipients comprehend and respond (Johansson et al., 2014) . Network communication involved the exchange of information, ideas, feelings, and attitudes between individuals or groups. (Silaban, 2021). Employees shared knowledge and confidence in providing valuable information to the organization (Constant et al., 1996). To fully benefit from the available pool of knowledge, information sharing requires proactive efforts (Sundgrem et al., 2005).

Workplace network communication is one of the most crucial elements of an organization. Good communication is essential for humans to perform well. The impact of communication on employee performance demonstrates when communication is crucial for team performance. The complexity of tasks and the diversity among team members, including race, gender, and work values (Adler & Elimharst, 2002). The quantity and quality of employee performance in an organization can reflect the effectiveness of communication, resulting in a high performance rate. Network communication provides channels through which employees can express grievances such as low wages, poor working conditions, or concerns about employee performance to top management.

Network communication coordinates the activities of individuals, relationships, groups, and various sub-units within an organization, thereby enabling the direction of the organization's overall operations. It facilitated the exchange of information within the organization and ensured seamless communication between the organization and its external environment.

2.3 Employee Performance

According to Thomas et al. (2014), performance measured how successfully individuals complete employee-assigned tasks. Factors influencing performance included declarative knowledge, procedural knowledge, and motivation. Pradhan et al. (2017) discovered that performance comprises three dimensions: task performance, adaptive performance, and contextual performance. Task performance was the ability of individuals to perform tasks effectively and efficiently. Adaptive performance was how adaptive employees in employee's performance. Contextual performance encompassed the actions undertaken by employees to enhance the social and psychological functioning of an organization. The employee performance played a critical role in attaining organization goals. The effective performance of employees plays a critical role in attaining these goals (Nwata et al., 2016). According to Abdussamad (2015), performance originated from actual performance, which refers to an individual's completion of work or tangible achievements. Employee performance refers to achieving predetermined work standards or targets set based on agreed-upon criteria within an organization (Anggraiwan et al., 2015).

Yeh and Taylor (2008) defined as the act or process of executing actions and tasks to achieve a desired outcome. Performance measurement involves gathering, analyzing,

and/or reporting data on the performance of individuals, groups, organizations, systems, or components. (Shilburi et al., 2014) measured performance is assessed based on the ability of personnel to fulfill their obligations within an organization. Performance was a critical aspect that needs to be communicated to specific stakeholders in order to evaluate the extent of achievement of an agency's outcomes in alignment with the organization's vision. It also helps identify the positive and negative effects of key activities, tasks, and resources for planning purposes, as well as informing decisions regarding future actions. (Sucipto et al., 2022) described as the readiness of an individual or a group to carry out a task and attain the intended outcomes.

Employee performance was defined as the real work quality and quantity achieved by an employee in fulfilling assigned responsibilities within a time frame (Mathis et al., 2010). Ndulue and Ekechukwu (2016) defined as the extent to which employees meet their job responsibilities. Employee performance was solely determined by the actions, skills, abilities, and traits. Employee performance focuses on employees' behaviors rather than the outcomes of their work. Perceived employee performance reflected perceived contributions to the organization's success. Employee performance expressed that the job and the organization contributes to motivation to perform well and contribute to organizational goals (Bücker et al., 2014).

According to Hikmah (2015), employee performance determined the combined performance of all its units, which reflects the collective performance of everyone involved. Four measurements reflect employee performance: task performance, contextual performance, contextual interpersonal performance, and contextual organizational performance (Koopmans et al., 2014). Employee performance could relate to the implementation of a given task and the employees' working effectiveness.

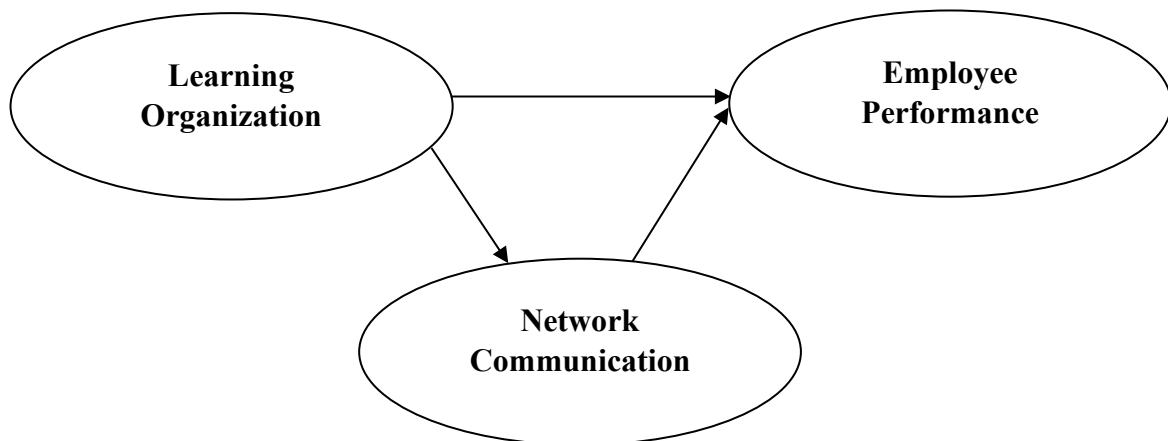
Learning organization played an important role in enhancing employee performance by providing for employees' responsibilities (Gitongu et al., 2016). According to Gibson (2012), a measurement of employee performance was a measurement of the morale of the employee as well as the effective and efficient accomplishment of mutually agreed-upon activities by the employee, as outlined by the employer. Akosi (2016) pointed out that in a direct interaction or a well-crafted email exchange in a professional context, meaningful communication involves establishing a connection that resonates strongly with improved employee performance.

2.4 Previous Studies

This section displays the previous studies on learning organizations, employee performance, and network communication. Jimenez and Valle (2011) expressed that learning organizations have a positive and significant influence on employee performance. Moreover, Baker et al. (1999) found that learning organizations have a positive and significant influence on employee performance. Lustono and Hasnaeni (2019) observed that network communication positively and significantly influences employee performance. Idayanti et al. (2020) described that communication has a significantly positive effect on employee performance.

Hassani et al. (2022) conducted the research paper related to the impact of learning organizations on employee performance in Iran using the network communication approach. Figure (2.1) shows the conceptual framework of Hassani et al. (2022).

Figure (2.1) Conceptual Framework of Hassani et al.



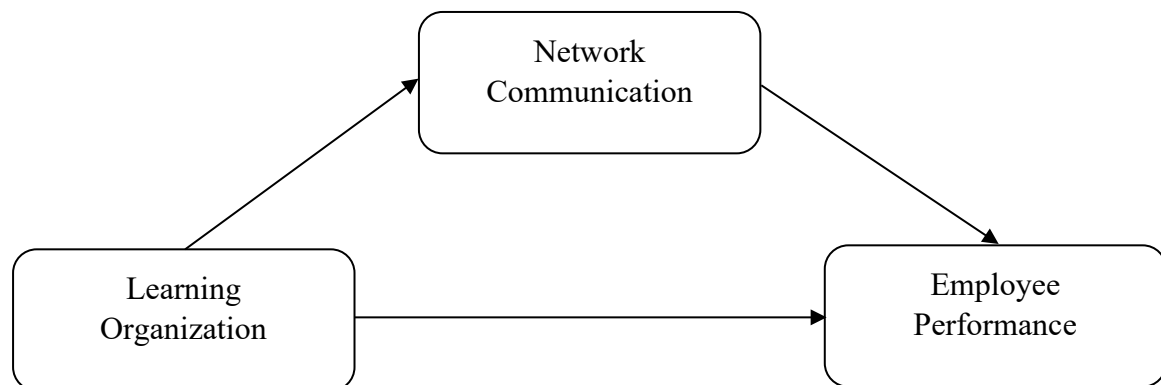
Source: Hassani et al. (2022)

The objectives of this study was to examine the impact of learning organizations on employee performance with a network communication approach. This study employed stratified random sampling, with a sample size of 118 individuals. This study found that learning organizations impact employee performance. Moreover, learning organizations influence the network communication approach. The network communication approach affects the performance of the organizations employees.

2.5 Conceptual Framework of the Study

Figure (2.2) presents the conceptual framework of this study. It demonstrates the effect of learning organization and network communication on employee performance at Zeya & Associates Co., Ltd. This conceptual framework is mainly developed from Hassani et al.(2022).

Figure (2.2) Conceptual Framework of the Study



Source: Adopted to Hassani et al.(2022)

The conceptual framework illustrates that learning organization is independent variable while employee performance is dependent variable and network communication is mediating variable.

CHAPTER 3

PROFILE AND LEARNING ORGANIZATION PRACTICES OF ZEYA & ASSOCIATES CO., Ltd

This chapter presents the profile and learning organization of Zeya & Associates Co., Ltd in Myanmar. In the first section, the profile of the company is explained. It is then followed by the organizational structure of this company and the last section describes the learning organization of Zeya & Associates Co., Ltd.

3.1 Profile of Zeya & Associates Co., Ltd

Zeya & Associates Co., Ltd is one of the Myanmar holding companies, which owns a controlling interest in one or more subsidiary companies. The activities of the company focuses in energy, healthcare, industry and enviroment. The company often has representatives on the board of directors. The company may make strategic decisions on behalf of the subsidiary companies. The company can provide a level of protection for the owners of the holding company. Zeya & Associates Co., Ltd leads to consolidation, reducing competition in certain markets and potentially leading to higher prices for consumers. Investors look to make strategic decisions and investments for stocks. If there is instability or uncertainty around the company, the company has a great deal of control over it. The company may make decisions that affect the direction of the company , operation system , and financial strategy This accumulation of authority might result in conflicts of interest. The holding company may also drive additional tax revenue by investing in local companies and driving economic growth. These are just a few possible effects of holding a company. The specific effect will depend on the situation and the goals of the company.

Zeya & Associates Co., Ltd was established as an engineering company in 1996. Zeya & Associates Co., Ltd is a leading ISO-certified engineering firm that does government contracting and trading of electrical power products ranging from low to high voltage, independent or small power plants, green energy, medical systems equipment, air systems, personal electronics, and home appliances. Zeya & Associates Co., Ltd is located at Building No. 5, Junction Square, Pyay Rd., Yangon, Myanmar. It has two branches, one

in Nay Pyi Taw and one in Mandalay. Zeya & Associates Co., Ltd has enough human power to provide a fast and continuous learning organization. Currently, Zeya & Associates Co., Ltd employs 250 qualified people and is one of Myanmar's leading companies, with strong partnerships with local and foreign organizations. The mission of Zeya & Associates Co., Ltd is to provide quality products and services that meet customer needs and expectations. The company aims to maintain a leadership position in the electrical industrial market and expand its reach to other infrastructure markets. The company strives to be a learning organization that continuously improves our activities, thereby increasing customer satisfaction. The company strives to uphold the highest standards of health and safety.

3.2 Business Divisions of Zeya & Associates Co., Ltd.

The company has three business divisions. These are GK Power Systems, Air Systems, and Medical Systems.

(a) GK Power Systems

GK Power Systems, the Engineering, Procurement, and Construction (EPC) service segment of Zeya & Associates Co., Ltd. It is also the independent power producer and developer of green energy in Myanmar. It undertakes turnkey projects for electric power systems and infrastructures. Its dedicated team provides professional EPC services for clients whom it manages, maintains, and plans for governmental, residential, commercial and industrial electric power systems and infrastructure projects. It aims to create values to customers and provide innovative, efficient and safe power solutions to continue the fulfillment for various requirements of its customers. It offers complete ranges of high quality services with cost effectiveness for Electric Power Systems including site survey, design and engineering, procurement, installation and erection, testing and commissioning, operation and maintenance, training service, project management service, project financing and financial service.

(b) Air Systems

Air Systems has come a long way since 2000 and has undergone a long and rewarding journey in the process, building its track records and gaining valuable

experiences and technical expertise. Over the years, it has successfully completed numerous prestigious projects for the telecommunication, pharmaceutical, biotechnological, banking industries, commercial and residential building which raise its reputation as a quality assured and on-time contractor. Its result-oriented performance has attained positive reviews from customers for undisputable capabilities in providing quality service and cost-effective solutions to meet their engineering needs. Thus, with the trusted and confidence placed in by its customers, it continued to build our success and strengthen the market position in the heating, ventilation, air conditioning and refrigeration contracting industry.

(c) Medical Systems

Medical systems division of Zeya & Associates Co., Ltd. was established in 2011 and has a solid reputation for delivering dependable medical devices and visualizing solutions that are central to the provision of quality health care in Myanmar. Its comprehensive product offerings include leading-edge innovations for imaging equipment and a wide range of surgical / lab apparatus. Following the constant growth of the healthcare market and information exchanged on international level, the constant expansion is committed in supplying quality medical equipment through different levels of health care sectors.

3.2.1 Organization Structure of Zeya & Associates Co., Ltd.

The success of any company or organization depends on the work together of various individuals. Each department consists of people who share a common background and expertise. Zeya & Associates Co., Ltd. has seven departments that perform its core functions. Figure (3.1) shows the composition of the organization chart of Zeya & Associates Co., Ltd.

(a) Administration Department & HR Department

The Administration (admin) Department serves as the company's backbone. The admin department provides valuable services, enabling work processes to operate seamlessly and decision-makers to focus on value-added tasks and responsibilities. It is responsible for day-to-day tasks that keep an organization running smoothly and efficiently. Generally, the admin department is responsible for the company's appearance, finances, company compliance, record-keeping, and bottom line.

A business's human resources (HR) department finds, screens, recruits, and trains job applicants. It also administers employee-benefit programs. A HR department is an essential component of any business, regardless of the size of the organization. It focuses on maximizing employee productivity and protecting the company from any issues that may arise within the workforce. This department is responsible for compensation and benefits, recruitment, firing, and keeping up-to-date with any laws that may affect the company and its employees.

(b) Finance & Account Department

The Finance Department is part of an organization that is responsible for acquiring funds for the firm, managing funds within the organization, and managing the financial resources of the company. It involves tasks such as financial planning and forecasting, budgeting and financial control, recording and classifying financial transactions, financial reporting and reporting, auditing and internal controls, and planning for the expenditure of funds on various assets. It ensures efficient financial management and the financial control necessary to support all business activities. A finance department's roles and responsibilities encompass bookkeeping, tax and compliance, financial planning and analysis, strategic guidance, and fundraising, among others. The department plays a crucial role in ensuring an organization's financial health and making sound financial decisions to help it achieve its business objectives.

The accounting department maintains accurate financial records for all business transactions within the company. The accounting department develops and manages budgets and forecasts to assist the company in more effectively planning its finances. The accounting department generates regular financial statements depicting the company's financial performance and the status of assets, liabilities, and equity. The accounting

department analyzes financial data to detect trends or issues that could affect the company and provides insights to management for improved financial decision-making. The accounting department manages tax filings and payments, ensuring compliance with all tax regulations. The accounting department administers employee payroll and benefits, which includes calculating salaries, taxes, and deductions. The accounting department oversees accounts receivable and accounts payable, tracking both the company's outstanding payments to suppliers and the payments owed to it by its customers.

(c) Power System Business Department

The power system department is responsible for designing, constructing, and maintaining power systems. It guarantees the safe and efficient delivery of electricity to homes, businesses, and other locations. It analyzes and troubleshoots problems with existing power grids to identify causes and implement solutions. It also prepares cost estimates for new construction or major equipment purchases. Moreover, this department handles installations and after-sales service. Power Systems is the engineering, procurement, and construction service division of Zeya & Associates Group. In Myanmar, the power system team is also an independent power producer and green energy developer. Power Systems does turnkey projects for electric power systems and infrastructure.

Power system mission is to provide reliable and high-quality power systems that effectively generate, transmit, distribute, and utilize electric power to meet local and regional demands. This department's goal is to supply electricity at the standard voltage level with minimal power interruptions and losses, which power system achieve through this department's technical know-how support, material supply, engineering, and management services. This department aims to transform into a learning organization that consistently enhances the quality of employee outputs across all levels while also boosting customer satisfaction and profitability through the efforts of qualified professionals.

(d) Air System Department

Air Systems department offers complete engineering services and project management, including a survey of the site or schematic and drawing study. The system is selection, and sizing of the most appropriate solution, supply, installation, and

commissioning. Air system team also fabricates and installs supply, return, and fresh air duct lines. The design team has broad experience with design calculations to provide correctly sized ventilation and air conditioning systems for any kind of installation. The company sells products directly to customers through company-owned stores. The company builds an informative e-commerce platform and user-friendly websites. Zeya & Associates air system has energy storage products and services. The company is leveraging social media platforms to engage with the target audience, share industry insights, and promote the company's expertise.

Zeya & Associates is highlighting the key benefits of air systems and energy storage solutions, such as energy efficiency, cost-effectiveness, reliability, and environmental sustainability. The company is developing a strong brand identity that reflects the company's values, expertise, and commitment to providing high-quality air systems and energy storage solutions. By showcasing the experience, expertise, and successful projects of employees, Zeya & Associates positions itself as a trusted industry leader. With such expertise, the business unit manages projects and provides solutions in those areas. The company builds long-term relationships with customers, the company provides exceptional customer support and after-sales service. Zeya & Associates encourages customers to provide feedback and reviews, as well as actively address any concerns or issues raised.

(e) Myanmar Central Power

Gas-fired power plants, which use natural gas or similar fuels in a thermal process, provide Myanmar's central power. Gas combustion in a turbine drives generators to produce electricity. Compared to coal-fired plants, gas-fired ones offer several advantages. The company emits fewer greenhouse gases, aiding in climate change mitigation, and is highly responsive to fluctuations in demand because of the system quick ramp-up and ramp-down capabilities.

The central role of gas-fired power in Myanmar's global energy supply will be analyzed, along with its environmental and economic impacts. The power system will start by examining global energy demand trends and the contribution of gas-fired power. The department will explore the technical aspects, including turbine types and industry configurations. The system assess the environmental impacts such as air and water

pollution, as well as the economic costs and benefits associated with gas-fired electricity generation.

(f) Medical System Department

The medical system department is responsible for managing health services for a company's employees. It involves overseeing and administering the company's health and safety programs. This includes facilitating employee access to medical services like vaccinations and screenings, as well as providing first aid and emergency care. The department collaborates with insurance providers, healthcare professionals, and vendors to ensure employees have optimal healthcare resources. The system handle tasks like managing workers' compensation claims and addressing workplace health and safety concerns.

The tasks of the medical system office are the internal documentation process of paper receipts, stock management, and delivery and cash collection. And then, the product portfolio includes suitable product lines for the Myanmar market, reliable and supportive suppliers for long-term business partners, quality products with competitive prices to get more market share, and trying to approach niche markets since there is very high competition for X-rays, mini-X-rays, hep-B, and digital blood pressure.

(g) Information Technology Department

Zeya & Associates Co., Ltd. performs network and infrastructure management, which includes the upkeep of the company's technology infrastructure, including servers, storage devices, network equipment, computers, printers, and other devices. Software and application development entails creating and integrating software applications utilized by the company, such as customized enterprise software, web systems, mobile apps, and other software solutions. Cybersecurity and information security involve ensuring the security of communication and storage systems within the organization by implementing and maintaining security measures like firewalls, encryption, and monitoring for security breaches.

Helpdesk and technical support assist employees who encounter technical issues with hardware, software, or connectivity within the organization. The organization

continuously manages and maintains data center and cloud services operations. Strategic planning and consulting provide technology guidance aligned with business objectives, as well as technical consulting services to support key business strategies.

3.2.2 Number of Employees at Zeya & Associates Co., Ltd

The number of employees at Zeya & Associates Co., Ltd in Yangon, Mandalay, and Nay Pyi Taw is shown in Table (3.1). There are 7 departments in Zeya & Associates Co., Ltd.

Table (3.1) Number of Employees by Department

Sr.No.	Department	Yangon	Mandalay	Nay Pyi Taw	Total	Percentage
1.	Administration & HR	53	4	11	68	27.2
2.	Finance & Account	31	1	0	32	12.8
3.	Power System	30	0	7	37	14.8
4.	Air System	22	8	4	34	13.6
5.	Myanmar Central	52	0	0	52	20.8
6.	Medical System	20	2	2	24	9.6
7.	Information	3	0	0	3	1.2
	Total	211	15	24	250	100.0

Source: Zeya & Associates (2024)

According to Table (3.1), the number of employees at Zeya & Associates Co., Ltd is 250, including the management level. There are 68 employees in the HR & administration department, 32 employees in the finance & account department, 37 employees in the power system department, 34 employees in the air system department, 52 employees in the Myanmar central power department, 24 employees in the medical department, and 3 employees in the information and technology department. The employee

has the following positions: manager, deputy manager, assistant manager, senior business assistant, business assistant, and general worker.

3.3 Learning Practices of Zeya & Associates Co., Ltd.

Zeya & Associates Co., Ltd. believes that people are its precious assets, and everyone in the organization has the opportunity to develop their potential and career. It ensures that all employees have the appropriate skills and knowledge to fulfill the general goals of the organization and its operational objectives. Zeya & Associates Co., Ltd. organizes training and development activities, educational activities, and related skills training within the organization to enhance employee knowledge and skills. The company also encourages employee career growth, allowing them to further study in their respective areas.

Table (3.2) Number of Employees Attending Training in 2023

Sr.No.	Title of Training	Duration	No.of Employee	Percentage
1.	Master of Business Administration	2 Years	10	4.9
2.	Digital Marketing	3 Months	15	7.3
3.	Logistics & Supply Chain	3 Months	20	9.8
4.	Business Management	3 Months	20	9.8
5.	Financial Management	3 Months	15	7.3
6.	Innovation & Entrepreneurship	3 Months	15	7.3
7.	Customer Service Management	3 Months	20	9.8
8.	Human Resources Management	3 Months	10	4.9
9.	Sales & Marketing Management	3 Months	20	9.8
10.	Chemical Safety Training	3 Months	30	14.4
11.	General Management and Administration	3 Months	20	9.8
12.	Labor Law	3 Months	10	4.9
Total			205	100.0

Source: Zeya & Associates (2023)

Table (3.2) depicts the number of employees attending training in 2023 at Zeya & Associates Co., Ltd. The company has 250 employees and among them, 250 employees are allowed to attend the training in 2023. This number points out that Zeya & Associates Co.,Ltd is one of the learning organization. The company offers learning opportunities to every employee. Employees within the organization, in particular, have the opportunity to enhance their potential careers because of the training . The company supports the tuition fees for their employees. Every year, various development training are arranged by the company plans for both new and existing employees.

The company always provides employees with learning practices by assessing employee skills according to organization needs. The company monitors new employees for three months training for probation period. The new employees have many nervous feelings because they are not familiar with the workplace. The company usually provides orientation. Firstly, the company arranges for them to attend a gathering party and show around the whole office. There is personality and skills training to guide them on how to fit well and work outstandingly in the specific field. Even though they have excellent working skills, this training can help them to improve their skills and become more familiar with each other.

As for the new employee who can work smoothly and can handle the avoidable problem, the company provides their rules and regulations training. That can provide the new employees with an understanding of the company's policies, procedures, and cultures. They can solve problems with ease by adhering to the company's defined rules. Knowing the rules and regulations well makes them communicate more confidently with both colleagues and customers. New employees also attend the respective technical training based on assigned tasks. Experts or senior colleagues typically provide additional working skills via online courses or workshops. Soft skill development includes communication skills, conflict resolution, emotional intelligence, leadership skills, and teamwork. All programs encourage new employees to participate in the organization, as well as their personal development.

For existing employees, professional development training, the training programs have improved their skills in specific fields. The purpose of all workshops, training, and programs is to develop skills and cultivate interest in employees. Offering targeted agility and change management training enables employees to anticipate, adapt to succeed in evolving circumstances. In addition, the company offers overseas trips to attend professional and advanced management training conferences and workshops. Employees having at least four years of working services can chance the opportunity to attend the oversea training. The company is willing to give all training fees and travel allowances. Zeya & Associates usually encourages employees to upgrade their skills and abilities. To improve the personal goals and development of employees, the company always provides personal development training for all employees.

3.4 Network Communication of Zeya & Associates Co., Ltd.

Network communication is an essential part of today's organizations. Network communication allows businesses to connect with customers, partners, and suppliers across the globe for the seamless exchange of information and transactions. For network communication, Zeya & Associates Co., Ltd. practices efficient communication, cost reduction, better team collaboration, enhanced customer service, cost savings, and data security. The company uses network communication to reduce costs. Zeya & Associates Co., Ltd. can reduce costs associated with paper-based documentation, communication, and travel. Additionally, video conferencing and instant messaging can replace face-to-face communication, and virtual meetings can replace physical ones, reducing travel costs. Moreover, better team collaboration tools enable team members to stay connected and collaborate on joint projects effectively. The employee can share work and ideas, discuss issues, and solve problems together in real-time. This results in faster project completion and better outcomes.

Effective communication networking ensures that businesses can provide timely and efficient customer service and online chat support within the company. Online conferencing and cloud storage are a few network communication methods that are effective in cost-saving ways. Network communication enables secure data transmission, which is essential for businesses in maintaining employee data security and organizational data, as well as preventing sensitive information from getting into the hands of unauthorized individuals.

Network communication ensures secure data exchange between devices and networks, preventing data breaches, hacking attacks, and other cyber threats. Businesses can use various security measures, such as firewalls, intrusion detection systems, and encryption technologies, to ensure that company's networks and data remain safe. Employee missions and tasks are critical for employers and managers because employees ensure that everyone is working towards the same goal. By clearly communicating the expectations and objectives of a job, employees can prioritize workload and productivity. When employees understand the purpose behind the work, employees are likely to be more engaged, motivated, and have greater job satisfaction. Managers and employers have the authority to offer feedback, make necessary adjustments, and provide necessary support. Through a clear understanding of employee missions and tasks, organizations can achieve company's goals and foster a positive work environment.

When employees have the opportunity to take part in shaping the direction of the company, they are more committed in their work and their performance is increased. The company allows for better communication and coordination among team members, it leads to increase productivity and job performance. Both employers and employees have a clear understanding of the mutual benefits. Without it, there is a risk of disconnection or disagreements between the two parties, which can lead to a loss of productivity and poor work or business outcomes. If employers are transparent about the benefits, perks, and expectations of the job, employees will be motivated to do their work. Employees are aware of what they can bring in order to continue earning the benefits. Only by sharing information and communicating regularly, it can find common ground and work towards a shared vision, between employers and employees. Establishing a mutual understanding of benefits can help to foster positive working relationships, promote a harmonious work culture, and create a strong foundation for the employer-employee partnership. Therefore, the company builds clear network communication.

3.5 Reliability Analysis

To determine the internal consistency of the variables in the questionnaire, we carry out a reliability analysis by calculating Cronbach's alpha values. Sekaran (2000) asserted that to measure reliability and apply Cronbach's alpha scale, all questions about each variable are necessary.

The value of Cronbach's alpha ranges from 0 to 1. The closer Cronbach's alpha coefficient to 1.0, the greater the internal consistency of the items in the scale (Sekaran, 2000). Cronbach's alpha value of 0.6 is considered poor, 0.7 is acceptable, and 0.8 is considered good (Sekaran & Bougie, 2010). If the alpha is less than 0.6, it means the results are considered unreliable. In general, reliabilities less than 0.60 are considered poor; between 0.60 and 0.70 are fair; between 0.7 and 0.8 are good; between 0.8 and 0.9 are very good; and above 0.9 is excellent (Cronbach, 1951).

There are 21 questions in the instrument, divided into three categories: 7 questions for learning organization, 6 questions for network communication, and 8 questions for employee performance.

Table (3.3) Reliability Analysis

Sr. No.	Variable	No. of Items	Cronbach's Alpha	Interpretation
1	Learning Organization	7	0.732	Acceptable
2	Network Communication	6	0.741	Acceptable
3	Employee Performance	8	0.718	Acceptable

Source: Survey Data (2024)

In this study, when analyzing with Cronbach's Alpha, the alpha value of learning organization is 0.7, network communication is 0.7 and employee performance is 0.7. Therefore, the values of all items show all the variables from the questionnaires interpreted as reliable and valid to apply.

CHAPTER 4

ANALYSIS ON EFFECT OF LEARNING ORGANIZATION AND NETWORK COMMUNICATION ON EMPLOYEE PERFORMANCE OF ZEYA & ASSOCIATES CO., LTD

This chapter consists of a profile of respondents. At Zeya & Associates Co., Ltd., the mean analysis of learning organization and network communication is presented. The data analysis relies on the identification of Best (1977). Best (1977) scored a Likert scale of this sort on the mean scale of 1.00–1.80 to indicate strongly disagree, 1.81–2.60 to indicate disagree, 2.61–3.40 to indicate neutrality, 3.41–4.20 to indicate agree, and 4.21–5.00 to indicate strongly. For data analysis, the descriptive and regression analyses are applied. For regression analysis, data reliability is tested in advance.

4.1 Profile of Respondents

In this study, the demographic profile of respondents is collected from 152 employees of Zeya & Associates Co., Ltd. The profile is composed of gender, marital status, age, educational background, department, position and experience, and salary rates with the current organization. The frequency and percentage of the profile of the respondents are presented in the study based on the findings Table (4.1) presents.

Table (4.1) Demographic Profile of Respondents

Sr. No.	Demographic Profile	Description	Number of Respondents	Percentage
1	Gender	Male	78	51.3
		Female	74	48.7
2	Marital Status	Single	45	29.6
		Married	107	70.4
3	Age (Years)	24 and below	15	9.9
		25-34	50	32.9
		35-44	46	30.3
		45-54	28	18.4
		55-64	7	4.6
4	Education Background	Above 65	6	3.9
		Associate Degree	30	19.7
		Bachelor Degree	112	73.7
5	Department	Master's Degree	10	6.6
		Administration & HR	20	13.2
		Finance & Account	20	13.2
		Power System	34	22.4
		Air System	20	13.2
		Myanmar Central Power	47	30.9
		Medical System	10	6.5
6	Position	Information Technology	1	0.6
		Manager	7	4.6
		Deputy Manager	7	4.6
		Assistant Manager	7	4.6
		Engineering	31	20.4
		Sales & Marketing	25	16.4
		Senior Business Assistant	20	13.2
7	Experience (Years)	Business Assistant	55	36.2
		Below 1	30	19.7
		1-3	42	27.6
		3-5	50	33.0
8	Salary Rates (Kyat)	5-10	30	19.7
		Less than Ks 300,000	18	11.8
		Ks 300,001 to 600,000	55	36.2
		Ks 600,001 to 900,000	59	38.8
Total			152	100.0

Source: Survey Data (2024)

According to the survey data, the profile of respondents are described with frequency and percentage. The gender result shows that the respondents include 78 male employees and 74 female employees. As a result, Zeya & Associates Co., Ltd. appoints an equal representation of males and females because of the equal opportunities for employment within the organization. For the marital status, 29.6 percent of respondents are single and 70.4 percent of respondents are married. For the age group, the respondents categorize their age into five groups: under 24, between 25 and 34 years, between 35 and 44 years, between 45 and 54 years, between 55 and 64 years, and above 65 years. The respondents in the age group under 24 are 15 respondents, represent 9.9 percent; those in the age group 25 and 34 years represent 32.9 percent; those in the age group 35 and 44 years represent 30.3 percent; those in the age group 45 and 54 years represent 18.4 percent those in the age group 55 and 64 years represent 4.6 percent; and those above 65 years represent 3.9 percent.

Regarding the level of the respondents, 19.7 percent have associate degrees, represent 73.7 percent have bachelor graduates, and represent 6.6 percent have master's degrees. An associate degree is two years of college. According to the education level results, most of the employees at Zeya & Associates Co., Ltd. are working at the bachelor or graduate level. The administration and HR departments represent 13.2 percent; the finance and account department represent 13.2 percent, the power system represent 22.4 percent; the air system represent 13.2 percent; Myanmar central power department represent 30.9 percent; the medical system represent 6.5 percent; and information technology represent 0.6 percent.

The company divides the respondents' current positions into manager, deputy manager, assistant manager, engineering, sales & marketing, senior business assistant, and business assistant categories. The respondents for manager positions represent 4.6 percent; deputy manager position represent 4.6 percent; assistant manager position represent 4.6 percent; engineering position represent 20.4 percent; sales and marketing position represent 16.4 percent; senior business assistant position represent 13.2 percent; and business assistant position represent 36.2 percent.

The company categorizes the respondents' working experience into four categories: under 1 year, 1 year–3 years, 3 years–5 years, and 5 years–10 years. The respondents with under 1 year of experience represent 19.7 percent, 1 year–3 years of experience represent

27.6 percent , 3–5 years of experience represent 33.0 percent , 5–10 years of experience represent 19.7 percent.

The study focuses on salaries ranging from less than ks 300,000 to 600,000 ks 600,001 to 900,000, and ks 900,001 and above. Respondents with less than 300000 kyats represent 1.8 percent; respondents with 300001 kyats to 600000 kyats represent 36.2 percent; respondents with 600001 kyats to 900000 kyats represent 38.8 percent; and respondents with 900001 kyats and above represent 13.2 percent.

According to the respondents data, the male and female respondents without regard to gender get the same opportunities for employment within the organization. The age group of between 25 and 45 respondents are energetic employees. And then, the majority of respondents held bachelor degrees in the education background. The working experiences of the respondents are between one to five years.

4.2 Learning Organization of Zeya & Associates Co., Ltd.

Learning organization is measured with seven statements which includes trying to acquire knowledge, sharing knowledge between employees and seeking to improve competencies. In this survey, it collected data using seven statements related of learning organization.

Table (4.2) Learning Organization

Sr. No.	Description	Mean
1	Try to acquire new knowledge.	4.23
2	Learning from each other.	4.20
3	Being usually exchanged between employees or the manager and employees.	4.13
4	Sharing knowledge among employees is easy.	4.00
5	Sharing knowledge frequently.	4.03
6	Being reflected in the work of employees.	4.18
7	Seeking to improve employee's competencies.	4.11
	Overall Mean	4.12

Source: Survey Data (2024)

According to mean value (including overall mean expect the highest value 4.23) between 3.41 and 4.20, as shown in Table (4.2). It can be generally concluded that most of the employees agree with the requirements of learning organization within Zeya & Associates Co., Ltd. The highest score of 4.23 is strongly agree , it is clear that the majority of employees are aligned with the principles of a learning organization at Zeya & Associates Co.,Ltd. Employees agree that they learn from each other, share and exchange information between employees and/or managers. The employee of the organization, moreover, agreed to be reflected in the work of employees and seeking to improve employee’s competencies. Employees strongly agreed that the employees of Zeyar & Associates are trying to acquire new knowledge.

4.3 Network Communication of Zeya & Associates Co., Ltd.

This study uses network communication as a mediating variable. Six statements measure the importance of network communication for employee collaboration, real-time updates, and information access. Table (4.3) describes the mean value and overall mean value.

Table (4.3) Network Communication

Sr.No.	Description	Mean
1	Having an understanding of an employee’s mission and tasks.	4.02
2	Being involved in collective identification and work planning.	4.03
3	Having a clear understanding of mutual benefits.	4.02
4	Being members trust each other.	3.92
5	Seeking to maximize member participation.	4.04
6	Being transparent to all members.	4.03
	Overall Mean	4.01

Source: Survey Data (2024)

According to the mean value (including overall mean) is between 3.41 and 4.20, as shown in Table (4.3), it can be generally concluded that most of the employees agree with the need of network communication within Zeya & Associates Co., Ltd. Network communication in the organization supports the employees in understanding the mission and task. The employees are also involved in collective identification and work planning. They understand the need for mutual benefits. Moreover, they trust each other and seek to maximize member participation, and transparency with all members. Employees recognize the significance of network communication within employee organization structure. Most employees perceive this as an essential requirement for the organization's overall functioning.

4.4 Employee Performance of Zeya & Associates Co., Ltd.

The following Table (4.4) describes respondents' perceptions of Zeya & Associates Co., Ltd.'s employee performance. In this survey, it collected data using eight statements related to employee performance.

Table (4.4) Employee Performance

Sr. No.	Description	Mean
1	Defining actions on time.	4.05
2	Daily activities according to a defined schedule.	4.06
3	Cooperating well with others in carrying out work activities.	4.05
4	Coordinating with superiors in performing employees' duties.	4.15
5	To accept job responsibilities.	4.09
6	Being committed to job descriptions.	4.11
7	Following job duties.	4.14
8	Respecting the ethical principles of the organization.	4.06
	Overall Mean	4.09

Source: Survey Data (2024)

According to the mean value (including overall mean) is between 3.41 and 4.20, as shown in Table (4.4), it can be seen that most of the employees agree with employee requirements to enhance employee performance within Zeya & Associates Co., Ltd. The employee acts on time and schedule. Employees cooperate well with others in carrying out work activities. And then, the employee coordinates with superiors in performing the employee's duties. The employee accepts job responsibilities and job descriptions. Moreover, the employee respects the ethical principles of the organization.

4.5 Analysis on Mediating Effect of Network Communication between Learning Organizations and Employee Performance

To test the mediating effect of network communication on relationship between learning organization and employee performance, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.
2. Regression analysis on effect of independent variable on mediating variable.
3. Regression analysis on effect of independent variable and mediating variable on dependent variable.
4. Sobel test for significance of mediating variables.
5. Finding indirect effect, direct effect, and total effect.

4.5.1 Analysis on Mediating Effect of Network Communication between Learning Organizations and Employee Performance

As a first step, the direct effect of learning organization (independent variable), and employee performance (dependent variable) is analyzed. The results are shown in Table (4.5).

Table (4.5) Effect of Learning Organization on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	1.659	0.299		5.549	0.001	
Learning Organization	0.589***	0.072	0.555	8.174	0.001	1.000
R	0.555					
R Square	0.308					
Adjusted R Square	0.304					
Durbin -Waston	2.070					
F Value	66.812***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to Tablet (4.5), the linear regression model can explain 66.812% of the variance of the dependent variable (employee performance) with the independent variables (learning organization). At the 99 percent level, the F-value is 66.812 (the overall importance of the model), which is highly significant.

According to the results, the effect of learning organizations on employee performance is 0.589, which is positively significant at the 99% level. This indicates that learning organization practices at Zeya & Associates enhanced employee performance.

Therefore, a regression analysis of data from 152 Zeya & Associates Co., Ltd. employees revealed that all the independent variables significantly influenced employee performance. Zeya & Associates Co.,Ltd. prioritizes positive learning organization approaches and acquisitions. Zeya & Associates Co.,Ltd. enhances network communication.

Table (4.6) Effect of Learning Organization on Network Communication

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	1.087	0.313		3.479	0.001	
Learning Organization	0.713***	0.075	0.611	9.462	0.001	1.000
R	0.611					
R Square	0.374					
Adjusted R Square	0.370					
Durbin -Waston	1.978					
F Value	89.537***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to Table (4.6), the linear regression model can explain 89.537% of the variance of the dependent variable (employee performance) with the independent variables (network communication). At the 99 percent level, the F-value is 89.537 (the overall importance of the model), which is highly significant.

According to the results, the effect of network communication on employee performance is 0.713, which is positively significant at the 99% level. This indicates that network communication at Zeya & Associates helps the organization reach its goals.

Therefore, all the independent variables significantly influenced network communication, according to a regression analysis of data from Zeya & Associates Co., Ltd. employees. Prioritizing positive network communication is more effective in improving employee performance compared to traditional learning methods. Communication via social networks is characterized by self-direction, which can also contribute to enhanced workplace learning.

Table (4.7) Effect of Learning Organization and Network Communication on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std Error				
(Constant)	1.204	0.280		4.293	0.001	
Learning Organization	0.291***	0.082	0.274	3.539	0.001	1.597
Network Communication	0.418***	0.070	0.460	5.938	0.001	1.597
R	0.664					
R Square	0.441					
Adjusted R Square	0.433					
Durbin -Waston	2.073					
F Value	58.666***					

Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to the result of Table (4.7), the learning organization's coefficient value is 0.291, with a standard error value of 0.082. The coefficient value for network communication is 0.418, with a standard error of 0.070. To test the mediating effect of network communication between learning organizations and employee performance, we conducted the Sobel test. Table (4.8) displays the results.

**Table (4.8) Sobel Test Result for Mediating Test for Network Communication
Between Learning Organization and Employee Performance**

Input			Test Statistic:	Std. Error:	p-value:
a	0.713	Sobel Test:	5.05663369	0.05893921	0.00000043
b	0.418	Aroian Test:	5.03669179	0.05917257	0.00000047
S _a	0.075	Goodman Test:	5.07681434	0.05870492	0.00000038
S _b	0.070	Reset all	Calculate		

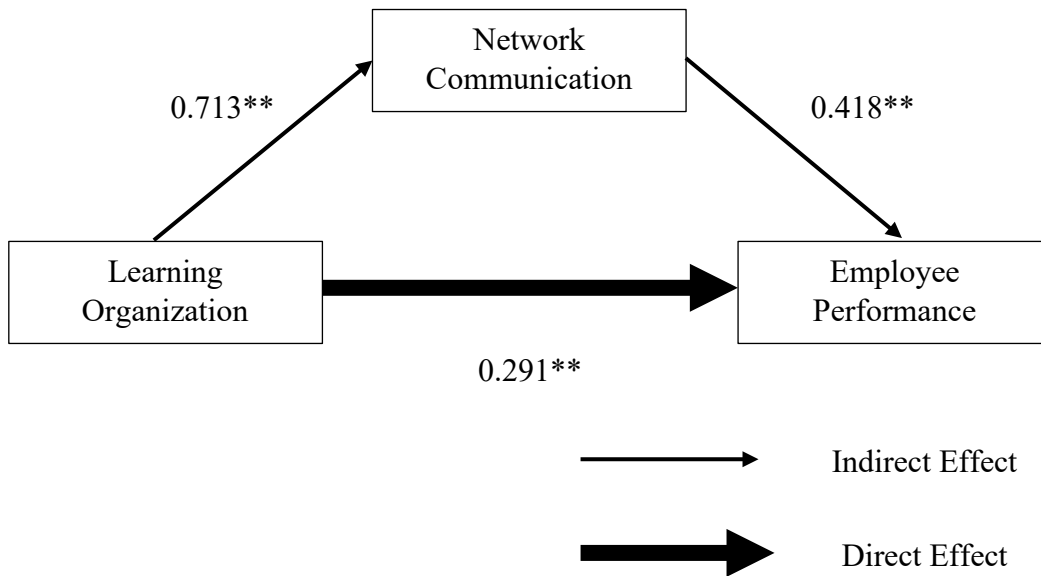
Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

According to the result of Table (4.8), the p-value 0.00000043 is less than 0.01. Thus, there is a mediating effect of network communication between learning organization and employee performance at 99 % significant level. The total effect, direct effect, and indirect effect are as follows :

$$\begin{aligned}
 \text{Total Effect} &= 0.589 \\
 \text{Direct Effect} &= 0.291 \\
 \text{Indirect Effect} &= 0.713 \times 0.418 = 0.298 \\
 \text{Direct Effect + Indirect Effect} &= \text{Total Effect} \\
 0.291 + 0.298 &= 0.589
 \end{aligned}$$

Figure (4.1) Mediating Effect of Network Communication between Learning Organization and Employee Performance



Source: Survey Data (2024)

Notes: * Significant at 90 % level, ** Significant at 95% level, *** Significant at 99 % level

The results show that there is a positive learning organization on employee performance, as shown in Figure (4.1) . Regarding the indirect effect , it is found that there is a positive significant effect of learning organization on network communication and a positive significant effect of network communication on employee performance as well. Thus, there is a mediation of network communication is found on the relationship between learning organization and network communication of Zeya & Associates Co.,Ltd. The company is a leading provider of learning organizations to enhance employee performance.

One of the key practices that the company supports is learning organization, which is the exchange of information, ideas, and experiences among employees. Learning organization has a significant positive effect on both network communication and employee performance, as it try to acquire new knowledge and learn from each other. According to a finding, learning organization directly influences employee performance, as well as indirectly through network communication, which acts as a mediator. This means that learning organizations improve not only learn from each other but also network communication and employee performance. Therefore, the company encourages and facilitates learning organization through various means, such as trying to acquire new

knowledge and learn from each other and digital platforms attending trainings and workshops. The company helps its employees to achieve their goals and creates a culture of continuous learning.

CHAPTER 5

CONCLUSION

This chapter is composed of three parts: findings and discussion, which report implications from the research findings of the analysis on the effect of learning organizations on employee performance and network communication, suggestions and recommendations from the results, and the need for further research.

5.1 Findings and Discussions

This study aims to investigate the effect of learning organization and networking communication on employee performance. To sum up, based on demographic profile of respondents hints that gender ratio of employees are nearly the same because of the company's fair hiring policy. Majority of respondents are middle age employees and it seems energetic employees are working in Zeya & Associates Co.,Ltd. Most of the employees are working in Myanmar central power and power system department. Almost two third of respondents hold bachelor degrees. Moreover, one of the most maximum positions have business assistant. Most of the employees are in the company work experience three to five years and one to three years in the company. The salary rate indicates potential disparities in compensation levels within the organization.

As determined by the mean value rating, the employees at Zeya & Associates agree that employees are trying to acquire new knowledge and learn from each other. Most of the employees want to seek member participants, involved in collective identification and work planning and being transparent to all members. And then, the employee performance is coordinating with superiors in performing employee duties and following .

The regression analysis shows a mediating effect of network communication on the relationship between learning organization and employee performance. Employees upgrade their skills through learning practices. They can easily access specific information relating to their jobs. They are eager to acquire their knowledge and share their knowledge and information openly. The company prioritizes employee skill enhancement and communication through learning practices. The company focuses on ensuring employee learning as well as fostering network communication. The learning practices are emphasized

for the company. Investments in advanced technologies and learning solutions support the continuous growth and personal development of the workforce. Zeya & Associates organizes information effectively and disseminates this information to relevant people timely. The company's enthusiasm for learning retention through mentoring and training programs fosters a supportive learning environment to improve employee performance.

5.2 Suggestions and Recommendations

The study's findings provide the company with relevant suggestions and recommendations to enhance network communication and boost employee performance at Zeya & Associates Co., Ltd. Regarding the effects of learning organizations on employee performance, the results highlight that the most important elements of a learning organization are acquiring new knowledge, learning from each other, and employees being reflected in the work .

Learning practices is important for the company. The company should maintain greater learning practices to achieve the highest level of team learning. The company should upgrade employee performance and network communication through learning practices. The company should prepare to incentivize employees to share insights of the workforce situation. The company should upgrade the learning behavior of the employees. Therefore, learning about a centralized repository for learning resources, conducting regular training sessions, and encouraging open communication and collaboration among teams should be encouraged by the company. These can help to improve the effectiveness of learning practices within the organization.

Network communication is another important factor to consider improving learning. The company should establish increased flexibility and mutual relationships with teams. And then, to encourage diverse perspectives and solutions and implement a recognition program through network communication, the company should nurture their employees through the communication and teamwork trainings. The knowledge from training enhance communication and participating skills. These initiatives will foster continuous learning and acquisition, leading to raise employee performance and overall effectiveness in generating valuable learning within the company.

The implementation of learning practices sessions at Zeya & Associates Co., Ltd. to improve network communication and employee performance within the learning

organization. These sessions allow employees to present and discuss their documented learning, thereby encouraging active participation and collaboration. Furthermore, establishing a program-focused learning organization that includes incentives for seasoned employees to mentor and pass to younger colleagues can guarantee the preservation of valuable skills within the company. These efforts will enhance organizational learning processes and promote a sense of community, skill enhancement, and advancement opportunities, ultimately boosting network communication.

Organizations should provide opportunities for further education, such as tuition reimbursement programs or onsite training workshops. The company should invest in comprehensive management programs and employee practices to support the professional growth and development of early career development.

5.3 Needs for Further Research

This study focuses on the employee perception of learning organization at Zeya & Associates Co., Ltd. and their effect on network communication and employee performance. Learning organization plays a crucial role in the inspection of this company by ensuring the availability of skilled professionals. The company should retain, and develop learning, leading to improve employee performance. It also cultivates a culture that prioritizes learning, enabling employees to develop and advance within the company. The effectiveness of learning practices align with business goals and it identifies areas for improvement.

The company should implement a robust learning program that offers formal training, development opportunities, and exposure to external resources like workshops and industry events. Encourage ongoing learning through feedback, coaching, and access to professional development opportunities. Moreover, the company should implement strategic talent management. Strategic talent management planning is crucial in modern organizations because it ensures that the right people with the right skills are in the right positions to achieve business objectives. This proactive approach involves forecasting future talent needs, identifying skill gaps, and developing plans to attract, retain and develop employees. Leverage technology should apply to boost learning experiences, utilizing online platforms and digital tools to support employee performance.

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APPENDIX-I

QUESTIONNAIRE

EFFECT OF LEARNING ORGANIZATION ON EMPLOYEE PERFORMANCE AND NETWORK COMMUNICATION OF ZEYA & ASSOCIATES CO., LTD

Dear Zeya & Associates Team Members,

My name is Htar Htar Mu, as an MBA student at Yangon University of Economics, I am conducting a survey for the thesis "**The Effect of Learning Organization on Employee Performance and Network Communication of Zeya & Associates Co., Ltd.**"

The purpose of this research is to analyze the effect of learning organization within Zeya & Associates Co., Ltd. I highly appreciated your time spent participating in this survey.

Section-A: Personal Factors

Please choose the most relevant answer by ticking the boxes below

1. Gender

Male Female

2. Marital Status

Single Married

3. Age

Under 24

25-34

35-44

45-54

55-64

Above 65

4. Education

- Associate Degree
- Bachelor Degree
- Master's Degree

5. Department

- Administration & HR
- Finance & Account
- Power System
- Air System
- Myanmar Central Power
- Medical System
- Information Technology

6. Position

- Manager
- Deputy Manager
- Assistant Manager
- Engineering
- Sales & Marketing
- Senior Business Assistant
- Business Assistant

7. Experience (Years)

- Under 1
- 1-3
-

3-5

5-10

8. Salary (Kyat)

Less than Ks 300000

Ks 300001 to 600000

Ks 600001 to 900000

Above 900001 and above

Section- B: Please rate your level of agreement to the following statements by ticking the number that corresponds to your choice.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Learning Organization		1	2	3	4	5
1.	Employees are trying to acquire new knowledge					
2.	Employees learn from each other					
3.	Knowledge is usually exchanged between employees or the manager and employees					
4.	Knowledge sharing among employees is easy					
5.	Employees frequently share their knowledge with each other					
6.	Organizational knowledge is reflected in the work of employees					
7.	Employees seek to improve their competencies					

Network Communication		1	2	3	4	5
1.	Communication network members have an understanding of their mission and tasks					
2.	Communication network members are involved in collective identification and work planning					
3.	Communication network members have a clear understanding of mutual benefits					
4.	Communication network members trust each other					
5.	The communication network seeks to maximize member participation					
6.	The goal of the communication network is transparent to all members					

Employee Performance		1	2	3	4	5
1.	Employees perform defined actions on time					
2.	Employees perform daily activities according to a defined schedule					
3.	Employees cooperate well with others in carrying out work activities					
4.	Employees coordinate with their superiors in performing their duties					
5.	Employees tend to accept job responsibilities					
6.	Employees are committed to their job descriptions					
7.	Employees follow their job duties					
8.	Employees respect the ethical principles of the organization					

APPENDIX-II

SPSS and Sobel Test Outputs

Effect of Learning Organization on Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.555 ^a	.308	.304	.33158	2.070

- a. Predictors: (Constant), Learning Organization
 b. Dependent Variable: Employee Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.346	1	7.346	66.812	.000 ^b
	Residual	16.492	150	.110		
	Total	23.838	151			

- a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Learning Organization

Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.659	.299		5.549	.000		
	Learning Organization	.589	.072	.555	8.174	.000	1.000	1.000

- a. Dependent Variable: Employee Performance

Effect of Learning Organization on Network Communication

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611 ^a	.374	.370	.34662	1.978

a. Predictors: (Constant), Learning Organization

b. Dependent Variable: Employee Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.757	1	10.757	89.537	.000 ^b
	Residual	18.021	150	.120		
	Total	28.779	151			

a. Dependent Variable: Network Communication

b. Predictors: (Constant), Learning Organization

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.089	.313		3.479	.001		
	Learning Organization	.713	.075	.611	9.462	.000	1.000	1.000

a. Dependent Variable: Employee Performance

Mediating Effect of Network Communication between Learning Organization and Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.664 ^a	.441	.433	.29918	2.073

- a. Predictors: (Constant), Network Communication, Learning Organization
b. Dependent Variable: Employee Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.502	2	5.251	58.666	.000 ^b
	Residual	13.336	149	.090		
	Total	23.838	151			

- a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Network Communication, Learning Organization

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.204	.280		4.293	.000		
	Learning Organization	.291	.082	.274	3.539	.001	.626	1.597
2	Network Communication	.418	.070	.460	5.938	.000	.626	1.58

- a. Dependent Variable: Employee Performance

Sobel Test

Input			Test	Std. Error:	p-value:
a	0.713	Sobel Test:	5.05663369	0.05893921	0.00000043
b	0.418	Aroian Test:	5.03669179	0.05917257	0.00000047
S _a	0.075	Goodman Test:	5.07681434	0.05870492	0.00000038
S _b	0.070	Reset all	Calculate		