

# TOWARDS ORGANIZACIONAL LEARNING IN SPANISH SPORT ORGANIZATIONS: A PILOT STUDY FOR INSTRUMENT ADAPTATION

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## Abstract

The aim of this research is to assess the validity and reliability of the measurement scores of the learning organization culture, the Dimensions of Learning Organization Questionnaire (DLOQ), at Spanish Sport Organizations. A pilot test was conducted. A total of 136 participants from 11 Public Sport Municipalities were analyzed.

Precise translation procedures (including both forward and backward processes) have been applied to ensure the relevance of this instrument used. As the results of confirmatory factor analysis, simple item-internal consistency estimates, and item intercorrelation analysis show an adequate instrument to measure the learning organization culture in the Public Sport Organizations.

## LITERATURE REVIEW

An organization must always be ready to adapt, to create and transferring knowledge and modifying its behaviour to reflect new knowledge and insights. Interest in the learning organization as the source of organizational success and competitive advantage has been a strong focus in these fields in past decades.

In recent years, Spanish Sport Organizations has been rising and generating 1.6% of the Gross Domestic Product. In addition, there has been an increase of: (1) sport facilities (more than 79.000), (2) the practice of physical activity (38%) and (3) the importance of individual knowledge (human capital). This concept is contingent on learning organization culture and organizational learning process and has received increasing attention in the fields

of human resource development (HRD) and organization development (OD).

The concept of the learning organization could be explained as one that learns continuously and transforms itself. . . Learning is a continuous, strategically used process integrated with and running parallel to work . . . to enhance organizational capacity for innovation and growth. (Watkins and Marsick, 1993: 8).

It needs to be assessed an instrument in various cultural settings and types of organizations. There have been studies of the validation of the DLOQ in the Colombia, China, United States, and Taiwan (Hernández & Watkins, 2004; Lien, Hung, Yang, & Li, 2006; Yang, Watkins & Marsick, 2004; Zhang, Zhang, & Yang, 2004) to verify its applicability.

This study can contribute to the organizational learning on sport organizations by examining the validity and reliability of the DLOQ. It will be beneficial instrument for many sport organizations for helping them to apply strategies with standardized measures.

## METHODOLOGY

A total of the 136 participants from 16 Towns halls were the respondents of this study. Almost 63% were male and 36% female. In terms of function of work, 65% were sport instructors, 27% were maintenance and cleaning department, 26% were administrative and 18% were sport managers.

The original version of the DLOQ consisted of 43 items were used to measure the seven dimensions of learning Continuous learning, Inquiry and dialogue, Team learning, Embedded system, Empowerment, System connection and Strategic leadership on a 7-point Likert scale (1-strongly disagree, 7-strongly agree), (adapted from Watkins and Marsick, 1993).

Firstly explorative factor analysis (EFA) is used to explore underlying factors and a confirmatory factor analysis (CFA) to confirm the structure of study. Data analyses were made using SPSS software for Windows 17.0 packages.

## RESULTS, DISCUSSIONS AND IMPLICATIONS

To confirm the original version of DLOQ, first CFA was studied. The chi square ( $\chi^2(136) = 4328,30$ ) was statistically significant ( $p < .001$ ). This study has verified the applicability of the DLOQ providing internal consistency (reliability)  $\pm = .958$  which is comparable to the original version. In addition, the results of the analysis of variance hold that seven dimensions of the DLOQ are a one-factor structure measuring (67,357%). The results of this research has verified the applicability of the DLOQ in different context, in this case for sport organizations, providing internal consistency of each item s reliability (from  $\pm = .838$  y  $\pm = .907$ ) and it is an adequate tool for a quick snapshot of learning organizational culture.

It is important an empirical study with a large number of sample and a comparative-longitudinal research between with profit and nonprofits organizations.

Acceptable reliability estimates were obtained for the seven proposed dimensions. Consequently, the instrument,

Dimensions of the Learning Organization Questionnaire, was recommended for use in Sport Organizations.

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