



Effect of Organizational Learning on Competitive Advantage: The Case of Awash Bank Bule Hora Branch, Ethiopia

Gada Gizachew Wakjira¹, Ejersa Tesfaye Sora²

¹PhD Candidate, College of Business and Economics Department of Marketing Management, Bule Hora University, Ethiopia.

²PhD Scholar, College of Business and Economics Department of Leadership, Doniko Seminarian College, Addis Abeba, Ethiopia.

Abstract – The purpose of this study has the Effect of Organizational Learning on Competitive advantage: the case of Awash Banks Bule Hora Town. The general objective of this study has the Effect of Organizational Learning on Competitive advantage: the case of Awash Banks Bule Hora Town. To achieve this objective, this study will employ quantitative, Qualitative Mixed Research method, In Quantitative research Approach the Frequency, and Descriptive and Inferential research design was employed. Both probability and non-probability sampling techniques were used to select samples from a given population. Data for this research was collected from both primary and secondary sources. Questionnaire, interview, and observation were used as data gathering instruments The sample size of 359 bank employees and customers was utilized to determine The basic random approach, and stratified sampling will be employed. The researchers used stratified sampling techniques, simple random techniques, and a method to collect data from all bank employees. Based on the types of data collected and the instrument used, the researchers collected data from three categories, namely employees of Awash Banks Bule Hora Town and customers that must be used in banks. Leadership commitment, training and development, culture of learning, adaptability, and flexibility were the main topics of discussion because the majority of respondents who responded to the Competitive Advantage practice major OL practice had good evaluations of organizational learning. Additionally, as I have argued in this research, it has suggested that the overall determinants of Organizational Learning practice to promote and create good Performance of Competitive Advantage System might address the problem.

Keywords: Leadership Commitment, Training and Development, Culture of Learning and Adaptability and Flexibility and Competitive Advantage.

1. INTRODUCTION

Banks looking to keep a competitive edge in a worldwide financial environment are increasingly realizing the need of organizational learning (Bhusal 2023). The capacity to swiftly learn and adapt becomes crucial as the banking industry deals with rapid technology improvements, regulatory changes, and changing client expectations (Faulks et al. 2021). Banks that cultivate a culture of ongoing learning are better able to predict market trends, which enables them to innovate and create new goods and services that satisfy changing consumer demands. In addition to improving customer satisfaction, this proactive strategy establishes banks as leaders in the sector that can draw in and keep a devoted clientele (Gul, Karaatmaca, and Raza 2025).

Additionally, improving operational efficiency is greatly aided by organizational learning. Banks can find inefficiencies and potential for process improvement by methodically collecting and evaluating data. Banks may streamline operations and cut expenses thanks to this data-driven decision-making, which promotes a



culture of accountability and transparency (Atadoga et al. 2024). For example, better risk management techniques can result from taking lessons from the past and client input, which will ultimately improve the stability and reputation of the bank. Such operational advantages can set a bank apart from its rivals and support long-term performance in a highly competitive market (Oyewole et al. 2024).

Furthermore, an unstructured approach to learning may result in intermittent and unsuccessful endeavors. For example, a nearby bank made an effort to put in place a knowledge management system but was unable to sufficiently include staff members. Because of this, the system was underused and important insights were missed, illustrating how important stakeholder interaction is to the effective application of learning frameworks (Niguse et al. 2025).

Although there is a lot of promise for organizational learning to improve competitive advantage overall, there are a lot of real-world issues that need to be resolved (Kaushik and Walsh 2019). In order to create techniques that are effective in the Ethiopian banking setting, where cultural, financial, and structural elements play critical roles in defining the learning landscape, it is imperative to comprehend these issues. The purpose of this study is to further explore these dynamics and offer insights that can assist companies in overcoming obstacles and leverage learning for sustained growth and competitiveness (Atadoga et al. 2024).

2. STATEMENT OF PROBLEM

There is a continuing gap between the ideal condition of effective learning processes and the reality encountered by businesses, especially in emerging markets like Ethiopia, despite the acknowledged importance of organizational learning in gaining competitive advantage (Almujaini et al. 2021). Organizations that successfully incorporate learning into their strategy frameworks, encouraging creativity and flexibility, are the optimum state. However, conflicting data indicates that many businesses, particularly in Africa, find it difficult to reap these advantages, frequently pointing to obstacles including resource limitations and cultural opposition (Gomes et al. 2022).

Empirical research reveals conflicting findings about how organizational learning affects performance indicators, especially in the banking industry (Daulay and Saputra 2020). While some studies show a favorable association between learning efforts and competitive advantage, others reveal minimal impacts, indicating that contextual variables unique to certain areas may have an impact on the relationship (Mutinta 2020). This discrepancy highlights theoretical gaps in our knowledge of how organizational learning appears in various contexts, especially in developing countries whose institutional frameworks are very different from those in more developed areas (Niguse et al. 2025).

The incorporation of digital transformation and technology into the organizational learning framework is another significant gap (Feng and Jang 2021). Knowing how banks may use digital technologies to improve their learning processes is crucial as the banking sector experiences major technological changes. The potential of technologies like artificial intelligence, big data analytics, and online collaboration platforms to support organizational learning and hence impact competitive advantage has not yet been investigated (Faulks et al. 2021). Closing this gap might offer insightful information on how banks can use technology to promote a continuous improvement culture.

To the researcher's knowledge, however, there aren't many empirical studies on OL practices and associated subjects in Ethiopia (Asiamah, Mensah, and Oteng-Abayie 2017). Therefore, this study aimed to close the aforementioned gaps by examining the dominant variables of Organizational Learning practice, level of Competitive Advantage, and their relationships with each other. It also provided empirical evidence by



examining the impact of Organizational Learning practice on Competitive Advantage in the Awash Bank Bule Hora Branch.

3. OBJECTIVE OF THE STUDY

- 1.To examine the effect of Leadership commitment on Competitive Advantage of Bank
- 2.To investigate the effect of Training and Development on Competitive Advantage of Bank
- 3.To investigate the effect of Culture of Learning on Competitive Advantage of Bank
- 4.To examine the effect of Adaptability and Flexibility on Competitive Advantage of Bank

4. THEORETICAL LITRATURE REVIEW

Literature has extensively established the impact of organizational learning on competitive advantage. Waqas et al. (2014) state that an employee is devoted to their employer since they have shown loyalty and feel that working for the company is the best choice for them (Ibrahim et al. 2020). While Wibawa (2014) notes that organizational learning has no significant impact on competitive advantage, Mayangsari, Irianto, and Eliyana (2015) assert that organizational learning influences and fosters competitive advantage (Adesoga et al. 2024).

Observational data indicates that organizational learning is a vital factor for business performance and commitment (Gordon & DiTomaso, 1992). It has also been proven to be a significant engine of innovation (Avanti, 2009) and a source of sustained competitive advantage (Barney, 1991). A thorough comprehension and knowledge of organizational learning would aid to improve the capacity to assess the group's activities that contribute to the management and upkeep of the business (Brooks, 2009). Eketu and Ogbu Edeh (2015) investigated the loyalty and performance of hospitality workers in their industry (Iqbal and Ahmad 2021).

5. RELATED THEORIES OF THE STUDY

5.1 Organizational Learning Theory

According to Peter Senge's Learning Organization Theory, developing a culture that encourages ongoing learning and adaptability is crucial. According to this notion, in order for an organization to be competitive, it must be able to learn from its surroundings and experiences. This theory emphasizes how cultivating a culture of learning may result in creative behaviors, better customer service, and increased operational efficiency in the context of Awash Bank. The bank can adjust to Ethiopia's constantly evolving financial ecosystem by promoting lifelong learning and knowledge exchange among its staff (Atadoga et al. 2024).

Learning Organization Theory serves as the main theoretical framework for this investigation. This decision is based on the theory's applicability to comprehending how Awash Bank may foster a culture of ongoing development and adaptation (Faulks et al. 2021). Awash Bank can boost creativity and responsiveness in a competitive banking environment by empowering its staff to embrace learning as a core value through the adoption of learning organization principles (Feng and Jang 2021). Learning Organization Theory is the best framework for examining how organizational learning affects competitive advantage in this situation as it places a strong emphasis on group learning and knowledge exchange, which is in line with the bank's strategic objectives.

5.2 Resource-Based View (RBV)



According to the Resource-Based View, an organization's competitive advantage stems from its special assets and competencies. According to this idea, internal elements including knowledge assets, organizational procedures, and human capital are crucial (Feng and Jang 2021). Awash Bank can create unique skills that set it apart from rivals by utilizing its knowledge resources through efficient organizational learning. Awash Bank may improve its strategic stance in the market by concentrating on building and leveraging its organizational knowledge and human capital (Atadoga et al. 2024).

5.3 Dynamic Capabilities Theory

By highlighting the capacity of companies to modify their resources in response to shifting surroundings, Dynamic Capabilities Theory expands upon the Resource-Based View (Feng and Jang 2021). According to this view, businesses need to constantly update and reorganize their capabilities in order to maintain a competitive edge. Dynamic skills are demonstrated by Awash Bank's capacity to quickly adapt and evolve in response to market needs. By investing in organizational learning, the bank is able to provide new financial services and products that satisfy its clients' changing demands (Atadoga et al. 2024).

6. AWASH BANK OVERVIEW

One of Ethiopia's top private Awash banks was founded in 1994. It was established with the intention of supporting the nation's economic growth by offering complete banking services to both people and companies. Since its founding, the bank has developed dramatically, reaching a wider audience through a network of offices throughout Ethiopia and providing a variety of financial goods, such as investment services, loans, and savings accounts (Amajuoyi, Benjamin, and Adeusi 2024).

Awash Bank is renowned for its dedication to both innovation and client service. The bank has improved consumer accessibility by introducing a number of contemporary banking technologies, such as internet and mobile banking platforms (Feng and Jang 2021).

Particularly in a nation where mobile technology is developing quickly, these digital services have grown in significance (Azeem et al. 2021). Awash Bank hopes to enhance customer satisfaction and simplify banking processes by utilizing technology, which will facilitate customers' financial management (Atadoga et al. 2024). The bank is essential to Ethiopia's economic development. Awash Bank promotes entrepreneurship and job development by lending money to small and medium-sized businesses (Awash Banks). This emphasis on Awash Banks is in line with the larger national policy to promote economic growth and lessen poverty, and the bank's programs improve general economic stability in addition to fostering individual affluence (Bist et al. 2022).

6.1 Definition of Organizational Learning

In banks, organizational learning refers to the procedures and methods that allow financial organizations to gather, disseminate, and use information in order to improve customer service, streamline operations, and adjust to the ever-changing financial environment. This learning entails methodically compiling information from a variety of sources, including as market trends, employee experiences, consumer feedback, and regulatory changes. Banks may create novel products, streamline operations, and efficiently address new issues by cultivating a culture of continuous improvement (Bist et al. 2022).

Organizational learning is essential for preserving competitiveness and guaranteeing regulatory compliance in the banking industry. It enables banks to make better decisions, improve risk management procedures, and comprehend client demands. To support these learning, training courses, knowledge-sharing websites,

and cooperative projects are frequently used. In the end, successful organizational learning aids banks in enhancing their productivity and efficiency as well as forging solid bonds with clients, which fosters client loyalty and long-term success (Amajuoyi et al. 2024).

6.2 Competitive Advantage

In the context of organizational learning, competitive advantage is the long-term loyalty and preference of consumers toward a company or brand as a result of the company’s capacity to continuously learn from consumer input and experiences. A thorough grasp of the requirements, expectations, and behaviors of customers which are influenced by continuous learning processes within the company is what fosters this loyalty. Organizations may modify their goods, services, and customer interactions to better satisfy the changing needs of their customers by actively participating in learning (Amajuoyi et al. 2024).

Organizational learning and competitive advantage are mutually reinforcing; when businesses grow, they increase consumer pleasure and trust, which in turn encourages loyalty (Firm and Strategies 2021). Consistently satisfying experiences, clear communication, and tailored products that show a sincere comprehension of client preferences all support this dedication. In the end, a culture of organizational learning helps companies to establish solid, long-lasting connections with their clients, encouraging positive word-of-mouth and return business both of which are critical for sustained success in a cutthroat industry (Bist et al. 2022).

Conceptual Framework

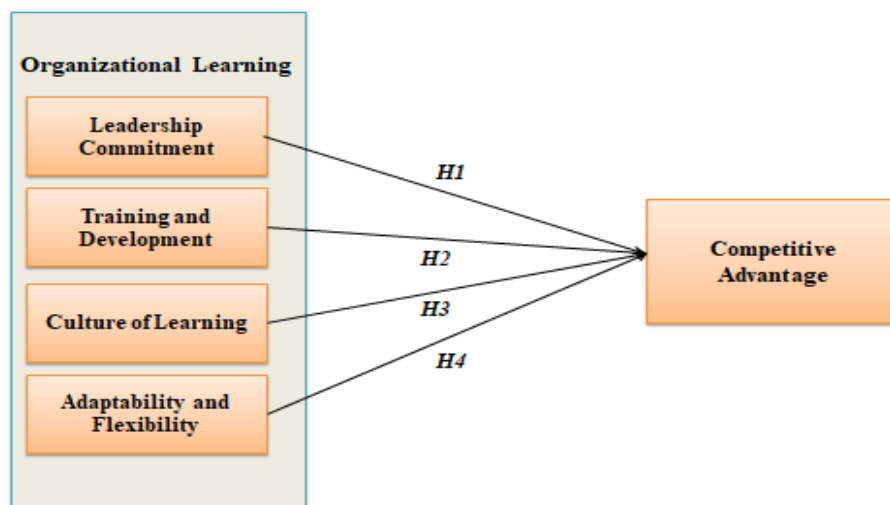


Fig -1: Conceptual Framework
Source: own Survey (2025)

6.3 Research Design

For this objective, mixed data, mostly qualitative and quantitative, has been gathered from representative samples. This study will use descriptive, explanatory research designs for quantitative research and exploratory research designs for qualitative research. The descriptive survey research design method, which is convenient for data collection and interpretation (Ghosh, 1992), will be evaluated. It is intended to gather systematic descriptions of current phenomena in order to describe or explain what will be happening; data



will be obtained by directly questioning a sample of respondents; and explanatory design will use a quantitative approach to clarify why and how there is a relationship between two or more aspects of a situation or phenomenon.

Additionally, the aforementioned study approach allows independent and dependent variables to be measured simultaneously using a single questionnaire, and it aids in demonstrating a relationship between two variables during a particular time period of data collection and analysis in order to capture the details and sufficient information that will be used under the study and qualitative methods, a research approach that typically relies on words rather than quantifications in the collection and analysis of data (Bryman and Bell, 2014).

6.4 Sampling Techniques

This specific study will primarily target customers of Awash Banks from the West Guji zone, the Bule Hora Branch, managers of each sector, supervisors, business units, budget officers, planning managers, and the auditing process. The researcher would choose things to make up the sample using two well-known sampling techniques found in literature: probability sampling and non-probability sampling (Kothari, 2004). According to Saunders et al. (2017), probability sampling ensures that every member of the population has an equal chance of being picked, but non-probability sampling does not.

The researcher stratified the respondents for the study and the Awash Bank PLC Bule Hora Branch using both probability and non-probability sampling approaches in order to make the populations more homogenous than the total. Based on their percentage and attributes, the items from each stratum were then selected to create a sample (Kothari, 2014).

After stratification, proportionate simple random sampling will be used to ensure that every respondent has an equal chance of being included or excluded from the study (Saunders et al., 2007) while selecting 393 sample size respondents from the 22200 total members (Saunders et al., 2017). This process is based on the stratified random sampling technique.

Furthermore, according to Williamson (Sunderland, 2015), the researcher will purposefully select eighteen (18) interviews of general managers, supervisors, business unit team leaders, budget officers, planning officers, and auditor team leaders based on their relevance for the phenomenon under study. Focus group discussion (FGD) selections, interview participants, and purposeful site selection will be involved (Asiamah et al. 2017).

6.5 Sample size

The researcher will only choose banks that have been in existence for at least five years, even if there are now two Awash private banks functioning in the Bule Hora Branch. Consequently, the purposive sampling approach was used to estimate the sample size of banks. Ten percent of the sixteen private banks two Awash banks with branches in Bule Hora and Bariso Dukale will be chosen as a sample. The two banks were chosen with the understanding that they would serve as representatives of the sixteen private banks.

To choose the target clientele, the researcher employed the convenience sampling technique. Because sample units are chosen based on convenience, the convenience sampling approach is justified (Bhatti and Bhatti 2019).

The researcher utilized the following sample size determination formula to calculate the sample size of the population in two banks after the bank samples were stratified for two branches. Taro Yamane created the formula (1967).

$$n = \frac{N}{1 + N(e)^2}$$

$$\frac{N}{1 + N(e)^2} \quad n = \frac{(22,200)}{1 + 22,200(0.0025)^2} = 393$$

Table -1: Rate of Response

No.	Response Rate	Frequency	%
1.	Fully Answered	359	91.11%
2.	Failed Return back	23	8.88%
	Total	394	100%

Source: Own survey 2023

According to the study's sample size, 399 questionnaires were distributed for Ethiopian telecom in Bule Hora town. Of those 394, 359 were fully answered, yielding a response rate of 91.11%, which was deemed to be within an acceptable range because no incomplete questionnaires were deemed redundant or rejected, and two (35) respondents (8.88%) did not return their distributed questionnaires to the researcher for various reasons, including the sake of peace and other issues. Incomplete replies were handled, and 75% of the criteria were used to deem the responses legitimate, as recommended by Sekaran (2022).

Table -2: Correlation Analysis

Correlation results		Competitive Advantage	Descriptive of Strength
Competitive Advantage	Pearson Correlation	1	
	Sig. (2-tailed)	.000	
	N	359	
Leadership Commitment	Pearson Correlation	.682**	Strong
	Sig. (2-tailed)	.000	
	N	359	
Training and Development	Pearson Correlation	.761**	Very Strong
	Sig. (2-tailed)	.000	
	N	359	
Culture of Learning	Pearson Correlation	.633**	Strong

	Sig. (2-tailed)	.000	
	N	359	
Adaptability and Flexibility	Pearson Correlation	.660**	Strong
	Sig. (2-tailed)	.000	
	N	359	

** Correlation has Significant at the 0.01 level (2-tailed)

Source: SPSS Survey data 2025.

The link between different Organizational Learning techniques and their effect on Competitive Advantage is the main topic of the correlation study presented. Strong and substantial correlations are found in the data, highlighting the significance of these practices in improving corporate success. First, a baseline correlation for competitive advantage is established by the investigation; this connection is represented by a Pearson correlation coefficient of 1. This suggests that it is perfectly correlated with itself. Notably, with a value of 0.635, Leadership Commitment shows a substantial positive link with company performance. This shows that higher degrees of leadership commitment within a company are linked to better performance outcomes, suggesting that employee empowerment can produce more successful outcomes (Dawadi, Shrestha, and Giri 2021).

With a Pearson correlation value of 0.704, training and development stands out as the most important component and shows a very significant link with company performance. According to this research, companies who use aggressive tactics are probably going to do noticeably better. This correlation's significance level ($p < 0.01$) confirms its dependability and relevance in strategic decision-making. Furthermore, with values of 0.613 and 0.604, respectively, Culture of Learning and proactivity also exhibit substantial associations with Competitive Advantage.

These findings suggest that firms may significantly improve performance by cultivating an innovative culture and promoting proactive behaviors. Additionally, risk-taking shows a strong positive correlation with a coefficient of 0.534, although being somewhat less connected. This implies that, although it might not have the same effect as the other strategies mentioned, taking measured risks might be advantageous for competitive advantage. In conclusion, the study shows that there is a substantial correlation between Awash Banks' competitive advantage and all of the organizational learning practices that were looked at, including leadership commitment, training and development, culture of learning, and proactivity. These results highlight the need for firms to develop these practices in order to successfully improve their overall performance (Dawadi et al. 2021).

Table -3: Model Summery

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.791	.789	.42486

a. Predictors: (Constant), Adaptability and Flexibility, Training and Development, Culture of Learning, Leadership Commitment
b. Dependent Variable: Competitive Advantage

It gives an overview of the regression model that evaluates how different factors affect competitive advantage. The model's R score of 0.889 indicates a significant overall association. This is a strong linear correlation between the dependent variable, Competitive Advantage, and the predictor's risk-taking, Culture of Learning, Leadership Commitment, Training and Development, and proactivity (Adil, Khan, and Ahmad 2024).

The combined effects of the variables in the model account for around 79.1% of the variation in Competitive Advantage, according to the R Square value of 0.791. This significant percentage shows that the chosen Organizational Learning strategies are crucial in determining organizational results. This metric is further refined by the Adjusted R Square score of 0.789, which takes into consideration the number of predictors in the model and verifies that the model is resilient even after adjusting for any over fitting (Adil et al. 2024).

Table -4: ANOVA

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	241.656	4	60.414	334.694	.000b
	Residual	63.899	354	.181		
	Total	305.554	358			
a. Dependent Variable: Competitive Advantage						
b. Predictors: (Constant), Adaptability and Flexibility, Training and Development, Culture of Learning, Leadership Commitment						

The results of the analysis of variance (ANOVA), which are shown in Table 4.12, look at how different independent variables such as leadership commitment, training and development, culture of learning, and adaptability and flexibility relate to the dependent variable, competitive advantage. With a total sum of squares of 305.554, the regression model demonstrates a substantial proportion of total variance explained by the independent variables. The model successfully captures a significant amount of the variability in competitive advantage, as seen by the regression accounting for 241.656 of this. There may be some variation in competitive advantage that the model is unable to account for, as shown by the residual sum of squares of 63.899.

The number of predictors is represented by the regression's degrees of freedom (df), which is 4. The sample size minus the number of predictors minus one is represented by the residual degrees of freedom, which is 354. When combined with the mean square for residuals, the regression mean square of 60.414 yields an F-statistic of 334.694.

The findings show that the independent factors taken together have a statistically significant impact on competitive advantage at a significance level (Sig.) of 0.000. This realization emphasizes how crucial elements like flexibility and adaptation, training and development, a culture of learning, and leadership dedication are to boosting a business's competitive advantage.

Table -5: Regression Coefficient of the Study

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.284	.339		27.391	.000
	Leadership Commitment	.250	.025	.313	10.194	.000
	Training and Development	.349	.023	.453	15.314	.000
	Culture of Learning	.173	.022	.229	7.764	.000
	Adaptability and Flexibility	.083	.021	.132	3.997	.000

a. Dependent Variable: Competitive Advantage

Table 4.8's regression analysis sheds light on how different organizational learning aspects affect competitive advantage. With a coefficient of 7.941, the model's constant is significant, meaning that the baseline level of competitive advantage is large when all independent variables are held constant. The significance of other variables affecting performance is emphasized by this fundamental value. With an unstandardized coefficient of 0.240 and a standardized beta of 0.308, Leadership Commitment is one of the Organizational Learning factors that significantly improves Competitive Advantage.

This implies that competitive advantage increases dramatically when Awash Banks give its workers greater Leadership Commitment, underscoring the importance of giving people decision-making authority. An unstandardized coefficient of 0.302 and a standardized beta of 0.402 show a substantial positive correlation between training and development and performance. This suggests that Awash Banks tend to do better when they take a more aggressive and competitive approach to the market (Adil et al. 2024). The relevance of this association is further supported by the high t-value of 12.191, which implies that competitive behaviors are essential for success. With a standardized beta of 0.233 and an unstandardized coefficient of 0.165, Culture of Learning demonstrates that the capacity for innovation has a positive impact on Competitive Advantage.

This result emphasizes how crucial it is for Awash Banks to promote innovation and originality in order to improve their market position. An unstandardized coefficient of 0.055 and a standardized beta of 0.087 show that, although having less of an influence than other dimensions, adaptability and flexibility nonetheless improve performance. Although its impact is rather small, the significance level of 0.018 indicates that being proactive in predicting market changes might result in better performance (Adil et al. 2024).

7. HYPOTHESIS TESTING AND INTERPRETATION OF RESULT

Hypotheses	Independent Variables	Dependent Variable	Sig.	H
H1: Leadership Commitment has a positive and significant effect on Competitive Advantage.	Leadership Commitment	Competitive Advantage	.000	Accept
H2: Training and Development has a positive and significant effect on Competitive Advantage.	Training and Development	Competitive Advantage	.000	Accept
H3: Culture of Learning has a positive and significant effect on Competitive Advantage.	Culture of Learning	Competitive Advantage	.000	Accept
H4: Adaptability and Flexibility has a positive and significant effect on Competitive Advantage.	Adaptability and Flexibility	Competitive Advantage	.018	Accept

8. CONCLUSION

The study concludes by highlighting the vital significance that Organizational Learning (OL) practices have in strengthening Ethiopian firms' competitive edge. The results show that companies that successfully apply OL techniques may increase employee engagement, creativity, and flexibility. In the end, this makes it possible for businesses to react to consumer demands and market dynamics more successfully by increasing operational efficiency and strengthening their position in the competitive environment.

The study emphasizes how crucial it is to promote a culture of learning in businesses because it creates an atmosphere where workers feel empowered and inspired to pursue ongoing professional growth. In addition to improving job happiness, this kind of culture greatly increases staff retention, lowers turnover costs, and cultivates a sense of loyalty. It is impossible to ignore the beneficial relationship between employee engagement and organizational performance as it fosters cooperation and information exchange, which enhances organizational intelligence.

The report does, however, also recognize current obstacles that may prevent OL methods from being implemented successfully. Cultural barriers, budgetary constraints, and resistance to change continue to be major challenges that companies must overcome. Ethiopian organizations must confront these issues head-on and establish an atmosphere that really encourages learning and growth if they are to fully reap the rewards of OL. In the end, the study comes to the conclusion that, given Ethiopia's competitive environment, organizational performance and sustainability depend on the strategic integration of OL practices. Businesses may bolster their competitive edge and guarantee long-term resilience in a constantly shifting market by emphasizing learning and development, cultivating a positive corporate culture, and utilizing effective leadership and technology.



9. RECOMMENDATIONS

However, the paper also acknowledges current challenges that might hinder the successful use of OL approaches. Budgetary restrictions, reluctance to change, and cultural barriers are significant obstacles that businesses must overcome. If Ethiopian companies want to completely benefit from OL, they must address these problems head-on and create an environment that really promotes learning and development. The study concludes that organizational success and sustainability depend on the strategic integration of OL practices given Ethiopia's competitive climate. By prioritizing learning and development, fostering a healthy corporate culture, and leveraging effective leadership and technology, businesses may strengthen their competitive advantage and ensure long-term resilience in a market that is always changing.

Leadership Commitment: It is essential that leaders show a strong dedication to OL projects. Leaders may create a culture that is focused on learning by taking part in training programs and supporting education at all organizational levels. Putting time and money into OL demonstrates to staff that the company values development and creativity.

Invest in Training and Development: Businesses should give top priority to extensive training and development initiatives designed to improve staff members' abilities. Frequent workshops, seminars, and online courses may provide staff members with the skills they need to enhance their performance and adjust to shifting market conditions. **Make Use of Technology in Education:** Organizations should invest in technology solutions that support knowledge management and e-learning in order to optimize the efficacy of OL practices. Platforms that facilitate data sharing, remote learning, and ongoing access to educational materials can improve learning and support a variety of learning preferences.

Promote information exchange: Organizational silos may be broken down by putting in place procedures and processes that encourage information exchange between departments. Establishing forums, group projects, or mentoring programs can motivate staff members to share thoughts and perspectives, resulting in a more cooperative workplace. **Establish Frequent Feedback Systems:** To determine the success of OL programs, organizations should set up frequent assessment and feedback procedures. Informal feedback sessions, performance evaluations, and surveys can all offer insightful information on the effectiveness of educational initiatives and potential areas for development. **Encourage Cross-Functional Teams:** Organizations may encourage cooperation and idea sharing among staff members with different backgrounds and specialties by forming cross-functional teams. Through a variety of viewpoints and ways to problem-solving, this method not only improves learning but also fosters creativity.

Handle Opposition to Change: It's critical to identify and deal with organizational opposition to change. Employees' anxiety may be reduced, and a more welcoming atmosphere can be created by offering assistance and tools to help them through changes and highlighting the advantages of learning. **Work Together with Academic Institutions:** Organizations may have access to state-of-the-art research, knowledge, and training opportunities by establishing relationships with academic institutions. These kinds of partnerships can improve organizational skills and guarantee that learning is in line with developments and industry standards.

REFERENCES

- [1] Adil, Abdulrazzaq, Amjid Khan, and Pervaiz Ahmad. 2024. "Comparative Analysis of Positivism and Interpretivism in Social Science Research." Available at SSRN 5071639.



- [2] Almujaani, Hasan, Mohd Faiz Hilmi, Anas Abudaqa, and Rashed Alzahmi. 2021. "Corporate Foresight Organizational Learning and Performance: The Moderating Role of Digital Transformation and Mediating Role of Innovativeness in Smes." *International Journal of Data and Network Science* 5(4):703–12. doi: 10.5267/j.ijdns.2021.7.011.
- [3] Amajuoyi, Prisca, Lucky Bamidele Benjamin, and Kudirat Bukola Adeusi. 2024. "Agile Methodologies: Adapting Product Management to Rapidly Changing Market Conditions." *GSC Advanced Research and Reviews* 19(2):249–67.
- [4] Asiamah, Nestor, Henry Kofi Mensah, and Eric Fosu Oteng–Abayie. 2017. "General, Target, and Accessible Population: Demystifying the Concepts for Effective Sampling." *Qualitative Report* 22(6):1607–21. doi: 10.46743/2160-3715/2017.2674.
- [5] Atadoga, Akoh, Oluwatoyin Ajoke Farayola, Benjamin Samson Ayinla, Olukunle Oladipupo Amoo, Temitayo Oluwaseun Abrahams, and Femi Osasona. 2024. "A Comparative Review of Data Encryption Methods in the USA and Europe." *Computer Science & IT Research Journal* 5(2):447–60.
- [6] Azeem, Muhammad, Munir Ahmed, Sajid Haider, and Muhammad Sajjad. 2021. "Expanding Competitive Advantage through Organizational Culture, Knowledge Sharing and Organizational Innovation." *Technology in Society* 66:101635.
- [7] Bhatti, Sabeen Hussain, and Asif Ali Bhatti. 2019. "Impact of Supply Chain Risk Management on Organizational Performance : Moderating Role of Supply Chain Integration." 1–6.
- [8] Bhusal, Bharat. 2023. "Organizational Learning and Performance of Nepalese Banks." *The Lumbini Journal of Business and Economics* 11(2):1–10.
- [9] Bist, Ankur Singh, Vertika Agarwal, Qurotul Aini, and Nimatul Khofifah. 2022. "Managing Digital Transformation in Marketing: Fusion of Traditional Marketing and Digital Marketing." *International Transactions on Artificial Intelligence* 1(1):18–27.
- [10] Daulay, Raihanah, and Riko Saputra. 2020. "Analysis Of Customer Relationship Management And Marketing Strategies Against Competitive Advantage On The Company's Distributor In Medan City." *ICEMAB*. doi: 10.4108/eai.8-10-2018.2288694.
- [11] Dawadi, Saraswati, Sagun Shrestha, and Ram A. Giri. 2021. "Mixed-Methods Research: A Discussion on Its Types, Challenges, and Criticisms." *Journal of Practical Studies in Education* 2(2):25–36.
- [12] Faulks, Baira, Yinghua Song, Moses Waiganjo, Bojan Obrenovic, and Danijela Godinic. 2021. "Impact of Empowering Leadership, Innovative Work, and Organizational Learning Readiness on Sustainable Economic Performance: An Empirical Study of Companies in Russia during the COVID-19 Pandemic." *Sustainability* 13(22):12465.
- [13] Feng, Yali, and Gyewon Jang. 2021. "Review of Taguchi, N., & Kim, Y. (Eds.). (2018). Task-Based Approaches to Teaching and Assessing Pragmatics. John Benjamins Publishing Company." *Canadian Journal of Applied Linguistics* 24(1):205–7. doi: 10.37213/cjal.2021.31199.
- [14] Firm, Between, and Internal Strategies. 2021. "Double Degree Programme The Influence of Innovation Practices on the Relationship Between Firm Internal Strategies and Firm Performance : Evidence from the Textile and Garment Industry in Ethiopia The Influence of Innovation Practices on the Relationship ."
- [15] Gomes, Giancarlo, Laio Oriel Seman, Ana Clara Berndt, and Nadia Bogoni. 2022. "The Role of Entrepreneurial Orientation, Organizational Learning Capability and Service Innovation in Organizational Performance." *Revista de Gestão* 29(1):39–54.
- [16] Gul, Tayyaba, Ayse Gozde Karaatmaca, and Ali Raza. 2025. "Impact of Green Human Resources Management Practices on Sustainability through Organizational Resilience and Organizational Learning in Pakistan's Banking Sector." *Sustainability* 17(5):2087.
- [17] Ibrahim, Ali Mohammed, Gezai Abera, Ali M Ibrahim, Sirawdink Fikreyesus, and Chala G. Kuyu. 2020. "Assessment on Post-Harvest Losses of Tomato (Lycopersicon Esculentem Mill .) in Selected Districts of East Shewa Zone of Ethiopia Using a Commodity System Analysis Methodology Heliyon Assessment on Post-Harvest Losses of Tomato (Lycopersicon Esculentem ." *Heliyon* (April):e03749. doi: 10.1016/j.heliyon.2020.e03749.
- [18] Iqbal, Qaisar, and Noor Hazlina Ahmad. 2021. "Sustainable Development: The Colors of Sustainable Leadership in Learning Organization." *Sustainable Development* 29(1):108–19.
- [19] Kaushik, Vibha, and Christine A. Walsh. 2019. "Pragmatism as a ResearchKaushik, V. and Walsh, C. A. (2019) 'Pragmatism as a Research Paradigm and Its Implications for Social Work Research', *Social Sciences*, 8(9). Doi: 10.3390/Socsci8090255.h Paradigm and Its Implications for Social Work Research." *Social Sciences* 8(9):1–17.
- [20] Mutinta, Given. 2020. "The Interpretation and Application of Triangulation in Information Systems Research." (208502317).



- [21] Niguse, Tafese, Brehanu Borji, Chalchissa Amentie, and Shashi Kant. 2025. "Effect of Organization Readiness on Competitive Advantage With Mediating Effect of Human Capital: A Case of SMEs, Ethiopia." Pp. 25–52 in *Organizational Readiness and Research: Security, Management, and Decision Making*. IGI Global Scientific Publishing.
- [22] Oyewole, Adedoyin Tolulope, Chinwe Chinazo Okoye, Onyeka Chrisanctus Ofodile, and Chinonye Esther Ugochukwu. 2024. "Cybersecurity Risks in Online Banking: A Detailed Review and Preventive Strategies Applicatio." *World Journal of Advanced Research and Reviews* 21(3):625–43.
- [23] Pervin, Nasrin, and Mahani Mokhtar. 2022. "The Interpretivist Research Paradigm: A Subjective Notion of a Social Context." *International Journal of Academic Research in Progressive Education and Development* 11(2):419–28. doi: 10.6007/ijarped/v11-i2/12938.