

Validating the organizational context measure for collective learning: A managerial action perspective

Abstract

Purpose: The purpose of this paper is to validate an instrument for the Ghoshal and Bartlett model and operationalize its four attributes into a multidimensionality instrument questionnaire. This study operationalizes the four attributes, namely, discipline, support, trust and stretch, into a multidimensionality instrument questionnaire and tests this instrument's validation using data from 317 Malaysian Multimedia Super Corridor-status companies. **Design/methodology/approach:** This paper follows the procedures of building a scale measure. This was carried out in three main stages. The first stage is the generation of scale items. The purpose of this stage is to identify and analyze items based on intensive literature review. The second stage is the assessment of face validity to ensure the correspondence between the individual items and the constructs intended to measure. The final stage is the statistical validation, which includes the assessment of validity and reliability of the introduced instrument. **Findings:** The paper introduces 23 multidimensional questionnaire items, which contribute to organizational context dimensions. The statistical analysis that followed the conceptual development shows that the presented instrument has good psychometric properties. The validity and reliability of the scale were presented and discussed. **Originality/value:** This study helps to fill the gap in the development of the organizational climate through both conceptual and empirical work. There is therefore a need for a measured, testable instrument to facilitate the empirical evaluation by the modern organization. This measure also contributes toward a better understanding of the managerial role. This managerial role has an imperative role in crafting the behavior of the organization's members, developing collective learning through distributed initiatives and mutual cooperation. **Research limitations/implications:** This paper suggests that these organizational context dimensions can be investigated with a high degree of confidence, especially when applied to organizations with different climate. To improve the robustness of the model, additional testing in different contexts and

cultures may be necessary. Future research may also test the validity of the instrument using larger sample data. Practical implications: The measure offers researchers a comprehensive and flexible approach to the assessment of organizational context and collective learning from a managerial action perspective. This measure may be useful for a broad range of research interests, enabling researchers to investigate some theoretical propositions related to managerial action, such as the relationship between organizational climate and organizational performance. The measure also helps to establish the relationship between organizational context and collective learning in the organization.