

SURVEY ROLE OF CULTURAL BARRIERS IN THE RELATIONSHIP BETWEEN LEARNING ORGANIZATION AND INNOVATION IN MARKET

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Abstract

Companies with further innovations act more successful in responding to environmental changes and development capabilities in order to achieve better performance. Innovation is defined as an idea, production or process that is new for company and refers to company orientation to development of new elements or new combination of present elements from productions, technologies or management practices. On the other hand, researchers believe that learning organization acts as a prerequisite and facilitator for innovation in the market. It may be said that one of the factors within the organization; impact on innovation and achievement level to learning organization is organizational culture. Many cultural features can be a barrier for creation of learning organizations and innovation in the market. The most common cultural obstacles in organization for creation of learning organizations and innovation in the market including: lack of education, resistance to change, non-compliance with organizational culture, lack of motivation among staff, lack of coordination and integration of staff and rejection of new behavior patterns. Therefore, in this study the influence of cultural barriers on the relationship between learning organization and innovation has been investigated. Statistical population are employees and managers of National Oil Company. Among the 215 employees of this company, 174 people were selected as sample. Sampling method is Random and research method is descriptive-analytic, collecting data method is field and collecting data tool is questionnaire. Data analysis was done with descriptive and illative method. Testing hypotheses has been performed through regression using SPSS software. Results indicate that there is a meaningful and positive relationship between creation learning organization and innovation in production and services. On the other hand there is a meaningful and negative relationship between learning organization and innovation in the market. It means that when barrier is stronger, relationship between learning organization and innovation are most affected.

Keywords: Innovation in Market, Learning Organization, Cultural Barriers

Introduction

Nowadays creativity, innovation and create transformation is an imperative in the organization and institutions. In the present world developments take place quickly, if organizations be not in progress permanently or unable to use advanced technologies and show appropriate reaction against changes and environmental factors will go to deterioration gradually (Afshari 2009). Studies have shown that among factors that will be affected innovation in the market is the learning organization. The learning organization could act as a factor for accelerating innovation process in the organization (Hernandez-Mogollon Et al. 2010). In fact the learning organization could be involved as key levers in the created innovations, economic growth and survival of the organization and also a factor for employee's productivity and improve of organizational performance. (Shokri & Kheirgou 2009)

Problem Statement

Deficit of innovation is one the most important factors low levels of economic growth in developing countries and so long these countries have not contributed innovation and learning use of science and knowledge and increased levels of professional skills, workforce performance stay in the low level (Rabiee 2009). Nowadays pressures of global competition and development of technology has increased companies need to adjust, continuous improvement and innovation extremely. Companies with more innovations act more successful in responding to environmental changes and development capabilities in order to achieve better performance. Actually the companies that are located innovation in the market title of their career act more successful faced with environmental changes and always develop their performance to achieve better and desirable results (Chen Et al. 2010).

Innovation and change theories are examined and analysis how to occurrence of organizational change and resistance to change and also determine organizations how will be able adapted environmental changes and have successful performance. (Armbruster Et al. 2008)

Many of the cultural characteristics can be obstacle to creating learning organization and innovation (McDermott & O'Dell 2011). Based on Davenport and Prosack's studies (1998) the most common cultural barriers in the organization for creating the learning organization and innovation include: Lack of training, resistance to change, lack of compliance with organizational culture, lack of motivation in the employees, lack of coordination and integration of employees and lack of reception new patterns of behavior (Gunsel 2003). Therefore, this study is sought to answer these questions:

1. Is effective the achievement of learning organization on the rate of innovation in the market?
2. Are effective organizations cultural barriers on the relationship between achievement of learning organization and innovation in the market?

Previous Research

A research was done as "Relations between the management of innovation, organizational culture and knowledge management" by Akhavan in 2012. Reviews of patterns in the number of industrial organizations showed that interrelationships between the three major variables is the significant positive and innovation management is affected by participatory culture over all. A study was performed by Shokri and Kheirgou titled "The role of learning in organizational innovation". The findings show that organizational learning with creating new ideas being causing innovation and improve of performance. A study was performed titled "The impact of transformational leadership on firm performance through learning and innovation" by Morales Et al. in 2012. The results showed that: 1) Transformational leadership has positive impact on the firm's performance. 2) The achievement of learning organization be caused innovation and therefore it has a positive effect on the firm performance. 3) Innovation has a positive effect on firm performance (Dymock & McCarthy 2006). Other study was conducted titled "Effects of learning organization ability on the Innovation performance of enterprises" by Çömlek Et al. in 2012. Analysis of data obtained from research showed that empowerment dimension of learning organization has positive effect on the innovation performance of firms.

Models of Research

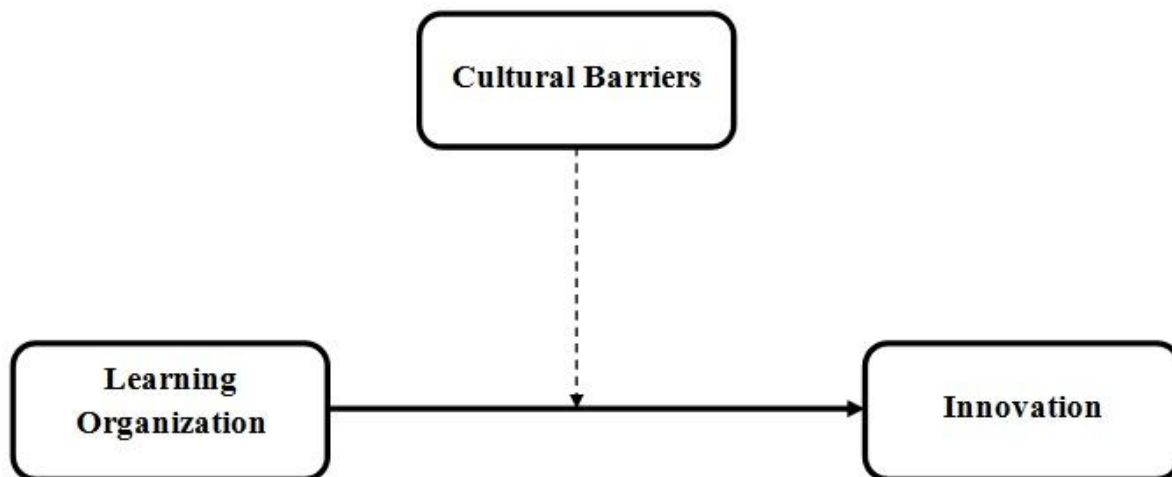


Figure 1: Conceptual Model of Research

(Hernandez-Mogollon Et al. 2010)

The Main Hypotheses

H₁: The achievement of learning organization has effect on the rate of innovation.

H₂: Cultural barriers within the organization have effect on the relationship between achievement of learning organization and innovation.

The Sub Hypotheses

H₁: Lack of training has effect on the relationship between achievement of learning organization and innovation.

H₂: Resistance to change has effect on the relationship between achievement of learning organization and innovation.

H₃: Lack of compliance with organizational culture has effect on the relationship between achievement of learning organization and innovation.

H₄: Lack of motivation in the employees has effect on the relationship between achievement of learning organization and innovation.

H₅: Lack of coordination and integration of employees has effect on the relationship between achievement of learning organization and innovation.

H₆: Lack of reception new patterns of behavior has effect on the relationship between achievement of learning organization and innovation.

Theoretical Research

Innovation: It be introduced an idea, product or process that is new for firm and refers to firm's tend to development of new elements or new combination of existing elements from products, technologies or management practices. (Jamali Khoury 2006)

Learning Organization: It is an organization that has tends to adoption of new ideas and opinions that in many cases is different with common ideas and opinions. (Shim 2010)

Cultural Barriers: There are numbers of cultural barriers to create innovative that should be overcome over them and for ensuring that members of the organization have necessary knowledge and skills for performing their duties and responsibilities. (Talukder 2012)

Research Methodology

This study under the plan is type of descriptive-analytic and based on the purpose is applied. The statistical population in this study is employees Oil Products Company in Gilan to the number 251 person. For selection statistical samples is used method of simple random

sampling. Also for data collection is used field methods. Tool for data collection in this study is the researcher made questionnaire. In the present study in order to determine reliability of the questionnaire is used Cronbach's alpha coefficient that its results are as follows:

Table 1: Percent of Cronbach alpha

Variables		Alpha (%)
Dependent Variable	Innovation In the Market	87.7
Independent Variable	Learning Organization	91.8
Adjustment Variable	Cultural Barriers	84.1

Methods of data analysis

Data analysis is provided in two methods, first, descriptive statistics included frequency, mean, standard deviation, coefficient of change and also second, inferential statistics included regression analysis by SPSS software.

Test Results

The Main Hypotheses Test

H₁: The achievement of learning organization has effect on the rate of innovation.

Table 2: Summary of regression results

Model	R	R ²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.061	0.000	

According to results can be seen that impact of learning organization on the innovation is 74.9 and the other R² is equal to 0.561 that indicates the learning organization could predict about 56/1 percent innovation. According to sign beta coefficient variable learning organization is positive and as a result this effect is direct.

H₂: Cultural barriers within the organization have effect on the relationship between achievement of learning organization and innovation.

Table 3: Summary of regression results

Model	R	R ²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.765	0.585		0.001	Confirmed
Learning Organization			0.668	0.000	
Cultural Barriers			-0.176	0.002	

The first model is same first hypothesis. In the second model cultural barriers variable be enter model in which case relationship intensity is equal to 76.5 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.668). Effect of cultural barriers in the second model is significant and negative (-0.176). As a result, cultural barriers within the organization have effect on the relationship between achievement of learning organization and innovation.

The Sub Hypotheses Test

H₁: Lack of training has effect on the relationship between achievement of learning organization and innovation.

Table 4: Summary of regression results

Model	R	R ²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.757	0.572		0.008	Confirmed
Learning Organization			0.696	0.000	
Lack of Training			-0.119	0.034	

The first model is same first hypothesis. In the second model lack of training variable be enter model in which case relationship intensity is equal to 75.7 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.696). Effect of lack of training in the second model is significant and negative (-0.119). As a result, lack of training has effect on the relationship between achievement of learning organization and innovation.

H₂: Resistance to change has effect on the relationship between achievement of learning organization and innovation.

Table 5: Summary of regression results

Model	R	R ²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.773	0.597		0.000	Confirmed
Learning Organization			0.672	0.000	
Resistance to Change			-0.205	0.000	

The first model is same first hypothesis. In the second model resistance to change variable be enter model in which case relationship intensity is equal to 77.3 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.672). Effect of resistance to change in the second model is significant and negative (-0.205). As a result, resistance to change has effect on the relationship between achievement of learning organization and innovation.

H₃: Lack of compliance with organizational culture has effect on the relationship between achievement of learning organization and innovation.

Table 6: Summary of regression results

Model	R	R²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.783	0.613		0.000	Confirmed
Learning Organization			0.635	0.000	
Lack of Compliance with Organizational Culture			-0.256	0.000	

The first model is same first hypothesis. In the second model lack of compliance with organizational culture variable be enter model in which case relationship intensity is equal to 78.3 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.635). Effect of lack of compliance with organizational culture in the second model is significant and negative (-0.256). As a result, lack of compliance with organizational culture has effect on the relationship between achievement of learning organization and innovation.

H₄: Lack of motivation in the employees has effect on the relationship between achievement of learning organization and innovation.

Table 7: Summary of regression results

Model	R	R²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.763	0.582		0.001	Confirmed
Learning Organization			0.675	0.000	
Lack of Motivation			-0.163	0.004	

The first model is same first hypothesis. In the second model lack of motivation variable be enter model in which case relationship intensity is equal to 75.7 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.675). Effect of lack of motivation in the second model is significant and negative (-0.163). As a result, lack of motivation has effect on the relationship between achievement of learning organization and innovation.

H₅: Lack of coordination and integration of employees has effect on the relationship between achievement of learning organization and innovation.

Table 8: Summary of regression results

Model	R	R ²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.783	0.614		0.000	Confirmed
Learning Organization			0.661	0.000	
Lack of Coordination			-0.246	0.002	

The first model is same first hypothesis. In the second model lack of coordination variable be enter model in which case relationship intensity is equal to 78.3 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.661). Effect of lack of coordination in the second model is significant and negative (-0.246). As a result, lack of coordination has effect on the relationship between achievement of learning organization and innovation.

H₆: Lack of reception new patterns of behavior has effect on the relationship between achievement of learning organization and innovation.

Table 9: Summary of regression results

Model	R	R²	Beta	Sig.	Result
1.Constant	0.749	0.561		0.112	Confirmed
Learning Organization			0.749	0.000	
2.Constant	0.757	0.574		0.000	Confirmed
Learning Organization			0.697	0.000	
Lack of Reception New Patterns of Behavior			-0.123	0.026	

The first model is same first hypothesis. In the second model lack of reception new patterns of behavior variable be enter model in which case relationship intensity is equal to 75.7 percent. According to sign beta coefficient of two variables can be seen that sign of learning organization effect is positive (Equal to 0.697). Effect of lack of reception new patterns of behavior in the second model is significant and negative (-0.123). As a result, lack of reception new patterns of behavior has effect on the relationship between achievement of learning organization and innovation.

Conclusions

According to the results can be seen that learning organization has a significant positive effect on the rate of innovation in the market. Also cultural barriers within the organization (included Lack of training, resistance to change, lack of compliance with organizational culture, lack of motivation in the employees, lack of coordination and integration of employees and lack of reception new patterns of behavior) have effect on the relationship between learning organization and innovation.

Suggestions of Research

1. Use work experience in the past in order to solve problems
2. Develop staff skills in line with organizational goals
3. Create the conditions for increased trust among employees and employees' trust to organization and management
4. Provide adequate training for performing assigned tasks for lack of creating ambiguity in perform of their work
5. Remove rules of cultural restrictive and cumbersome that be prevent changes in the organization

6. Stimulation employees' motivating through variety of material and spiritual rewards design and production

Suggestions for Future Research

1. It is suggested that effect each of the variables of learning organization be measured separately on innovation.
2. It is suggested that in future research sector of innovation about manufactured products and services offered be completed by customers and consumers.
3. Future researchers can be reviews and analyze effect of cultural barriers on the changes about regarding organizational structure, leadership style and organizational strategies.

Limitations of Research

Research limitations such as deficit appropriate and complete access to information and requirements resource in the context of learning organization, deficit field research, deficit sufficient time and lack of cooperation some experts in order to complete the questionnaire.

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