

DYNAMIC ORGANIZATIONAL LEARNING STRATEGY AND FIRM SURVIVAL: AN EMPIRICAL STUDY OF INSTANT FOODS AND CONVENIENCE FOODS BUSINESSES IN THAILAND

Kantheera Namwong¹, Prathanporn Jhundra-indra², Saranya Raksong³

Abstract: Many firms are affected by the threat of substitute products, established competitors, new entrants, the bargaining power of suppliers and customers. They are imperative to adopt a dynamic organizational learning strategy in order to maintain competitive advantage in the long term. This research is based on the perspectives of organizational learning theory. The purpose of this study is to examine the impacts of the dynamic organizational learning strategy on firm survival through the mediating influences of organizational creativity, organizational flexibility, organizational innovation, business competitiveness, and firm success. The data were derived from a survey of 220 managing directors or managing partners with instant foods and convenience foods businesses in Thailand. Ordinary least square (OLS) regression analysis is conducted to examine all hypothesized relationships among variables. The results indicate that the four dimensions of dynamic organizational learning strategy have partially significant positive influences on all consequences. In particular, dynamic shared-knowledge focus and adaptive system perspective emphasis have strongly influenced on all consequences. In addition, conclusion and future research will be discussed.

Keywords: organizational learning, dynamic organizational learning strategy, organizational creativity, organizational flexibility, organizational innovation, business competitiveness, firm success, firm survival.

1. Introduction

Business organizations face the consequences arising from the change of environment, both inside and outside of the organization at all times. In order to survive and sustain, achieving business competitive advantage are in needed. As firm have to continuously develop,

Maharakham Business School, Maharakham University, Thailand.

organizational learning has become an important strategic capability for explaining why the firm has achieved over its competitors (Bapuji & Crossan, 2004). Study the relationship between organizational strategy and organizational learning is to be considered, that organizational learning is not only a strategic design that is important capability of an organization, but also includes the implementation of an effective competitive strategy (Dawson, 2000).

Some researchers claim that organizational learning can enhance the firm's capabilities to recognize opportunities to pursue new ventures effectively, and achieve continuous alignment with the environment (Beer et al., 2005; Lumpkin & Lichtenstein, 2005). Therefore, it is emphasized that consideration of organizational learning is

¹Kantheera Namwong earned her M.B.A. (Management) from North Eastern University, Thailand, in 2008. Currently, she is a Ph.D. (Candidate) in Management at Maharakham Business School, Maharakham University, Thailand.

²Dr.Prathanporn Jhundra-indra earned her D.B.A. from Alliant International University, USA, in 2009. Currently, she is a lecturer of marketing at Maharakham Business School, Maharakham University, Thailand.

³Dr. SaranyaRaksong earned her Ph.D. from Curin University of Technology, Australia, in 2010. Currently, she is a lecturer of business economics at

the dynamic capability that can be done in an environment that is changing rapidly and efficiently (Madhavaram & Hunt, 2008).

Although research into organizational learning has provided some relevant insights, there are still certain aspects that have not been sufficiently analyzed (Prahalad & Hamel, 1990). The current literature on organizational learning has loosely connected and inconsistent on dynamic strategy perspective. A review of the existing literatures reveals that there have been few empirical researches on dynamic organizational learning strategy, which is the process of transferring the knowledge of people in the organization, and can be adjusted in accordance with continuously changing circumstances that are flexible and regular (Santos-Vijande, Lopez-Sanchez and Trespalacios, 2012; Zahra, 2012). Moreover, there have been few empirical investigations regarding the dimensions and the relationships between dynamic organizational learning strategy and other business factors which guide the firm to gain a competitive advantage.

Thus, this research provides clarification of new dimensions, measurements, and the conceptual model for dynamic organizational learning strategy. Organizational learning theory is applied to explain the phenomena in this research.

The research questions and objective answers by analysis are based on the collecting of data from the sample of instant food and convenience food businesses in Thailand, because the export value of Thailand's food increased from 526.7 billion baht in 2011 to 560.8 billion baht in 2012. The growth rate of export value of foods has increased to 6.47 percent in 2012. In addition, the growth rate of export value of food has increased continuously since 1990 until the present (Ministry of Commerce, 2013). The firms need to create and develop its strategies in dealing with

the operations of the organization, continuous product development, and seek new ways of doing business to achieve the best position in the marketplace, in order to gain a competitive advantage, and increase firm performance. (Whitaker, Mithas & Krishnan, 2010). The purpose of this study is to examine the impact of the dynamic organizational learning strategy on firm survival through influences of its consequences.

The first part the study represents the theoretical foundation that explains the relationship between dynamic organizational learning strategy and its consequences. The second part provides the significant literature review and hypothesis development. The third part explains the details of the research method, including the procedure of sample selection and data collection, the measurements of variable for each construct, the verification of instrumental, the statistics, and equations to test the hypotheses. The fourth part provides the results of the analysis and discussion. The final part provides theoretical and managerial contribution, the suggestions for further research and the conclusion of the study.

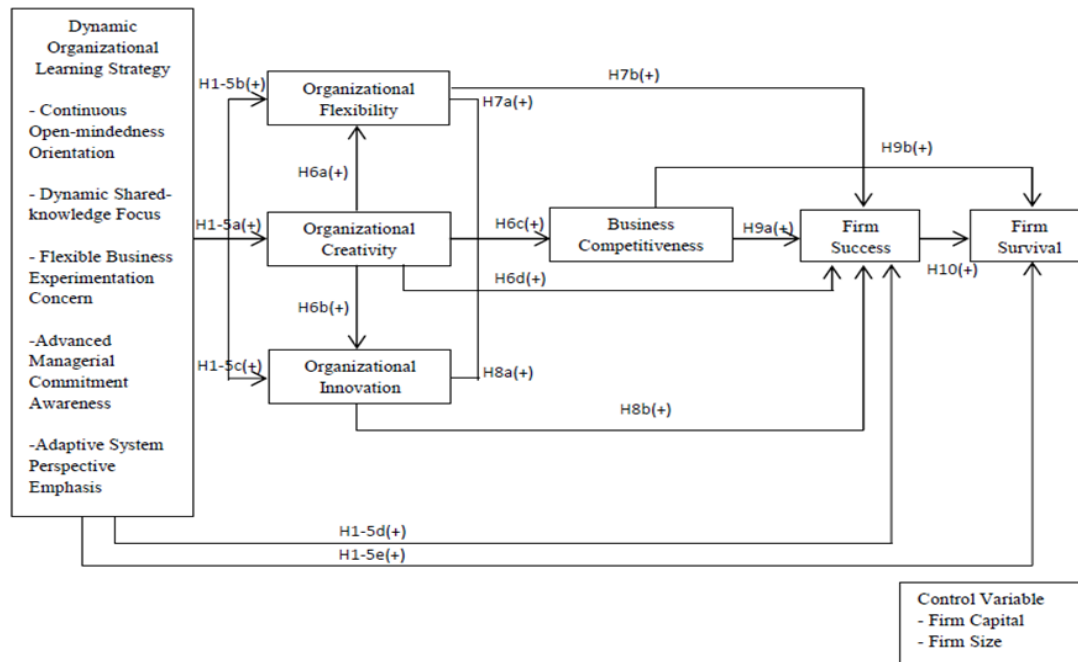
2. Literature Review

The conceptual model is presented in Figure 1, it utilizes the organizational learning theory to explain research phenomenon. Organizational learning that represents changing associations, frames of reference, and programs requires a methodology that demands a more in-depth at the function of the organization (Fiol & Lyles, 1985). Organizational learning is focused on specific knowledge, intangible resources, which considered as the strategically resources of the firm (Hoskisson et al., 1999). This theoretical perspective provides a viewpoint on the transfer, creation, and application of learning (Morgan, 2004). Dynamic organizational learning strategy is viewed

as one of intangible strategic resource which creates business advantage and organizational outcomes. Therefore, organizational learning theory is applied to

explain the phenomenon of dynamic organizational learning strategy and its consequences.

Figure 1: A Conceptual Framework



2.1 Dynamic Organizational Learning Strategy

Drawing on the perspectives of organizational learning and strategic management, it suggests how organizations gain a sustainable competitive advantage and firm survival. Previous research about organizational learning found that organizational learning has a positive influence on customer orientation and relationship commitment in the global supply chain (Hult & other, 2000). Organizational learning could lead businesses to acquire new skills and capabilities, achieve competitive advantage, successful organizational adaptation, and organizational survival (Zahra, 2012). Thus, in this study, dynamic organizational learning strategy is defined as the process of transferring the knowledge of people in the organization, and can be adjusted in

accordance with continuously changing circumstances that are flexible and regular.

According to the discussion above, this study classifies dynamic organizational learning strategy into five dimensions comprised of continuous open-mindedness orientation, dynamic shared-knowledge focus, flexible business experimentation concern, advanced managerial commitment awareness, and adaptive system perspective emphasis.

- Continuous Open-mindedness Orientation (COM)

A person with open-mindedness is disposed to revise or reject the position he holds if sound objections are brought against it. In the situation in which the person presently has no opinion on some issues, they are disposed to make up their mind in the light of available evidence and argument, as impartially and as objectively

as possible (Riggs, 2010). A climate of openness welcomes the arrival of new ideas and points of view, both internal and external, allowing individual knowledge to be constantly renewed, widened, and improved (Senge, 1990; Slocum, McGill & Lei, 1994; Sinkula, 1994). So, in order to promote openness in the organization, firms need to understand the diversities and differentiation in individual culture, values, and belief. Moreover, openness to new ideas come from within the organization or from outside of it (Leonard-Barton, 1992; Garvin, 1993).

Open-minded of persons in the organization can learn many aspects that are the breadth, depth, and speed; and are able to learn continuously, to enhance organizational success and survival (Huber, 1991). The individual knowledge to be constantly renewed, widened, and improved are the result of a climate of openness welcomes the arrival of new ideas and points of view, both internal and external (Senge, 1990; Sinkula, 1994). Thus, the continuous open-mindedness orientation is defined as an openness and willingness to accept new ideas and perspectives, both inside and outside the organization. It will allow individual knowledge to be renewed constantly, increased, and improved (Senge, 1990; Sinkula, 1994). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H1: Continuous open-mindedness orientation has a positive influence on a) organizational creativity, b) organizational flexibility, c) organizational innovation, d) firm success, and e) firm survival.

- Dynamic Shared-knowledge Focus (DSK)

Shared-knowledge is regarded as dialogue and debate, work as a team, and personnel meetings, can be ideal forums in which to openly share ideas (Nonaka, 1994; Slater & Narver, 1995). Organizations wish to make their knowledge management strategy as success that needs to pay attention to organizational and technology for shared-knowledge (Riege, 2007). Dynamic shared-knowledge focus is an organizational learning that is important to firm success and firm survival (Argote, 1999; Brown & Duguid, 2001). It generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008). Therefore, dynamic shared-knowledge focus is defined as the continuous distributed, published, or transferred knowledge throughout the organization, through conferences, panel discussions, workshops, and informal interaction between the individuals in the organization (Koffman & Senge, 1993; Day, 1994). Thus, from the reasons mentioned above, this leads to the hypotheses as follows:

H2: Dynamic shared-knowledge focus has a positive influence on a) organizational creativity, b) organizational flexibility, c) organizational innovation, d) firm success, and e) firm survival.

- Flexible Business Experimentation Concern (FBE)

Business experimentation is a dynamic organizational learning which can rapidly change in the current environment. Meanwhile, turbulent business environments also require increasing organizational flexibility, the firm's ability to keep pace with market evolution, as well as the ability to respond rapidly to

unpredictable and unexpected market conditions (Zahre, Neubaum & Larrenta, 2007). Therefore, the flexible business experimentation concern is defined as the innovative search on how to solve business problems currently and in the future, which are modified to suit any time. It is based on the use of the method and different stages (Shimizu & Hitt, 2004). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H3: Flexible business experimentation concern has a positive influence on a) organizational creativity, b) organizational flexibility, c) organizational innovation, d) firm success, and e) firm survival.

-Advanced Managerial Commitment Awareness (AMC)

Managerial commitment is the relative strength of a person in an organization with a strong belief and acceptance of the organization's goals and values, a willingness to exert a considerable effort on behalf of the organization, and a strong intent or desire to remain with the organization (Mowday, Porter & Steers, 1982). The employees who are committed to their organizations are more likely, not only to remain with the organization, but are also likely to exert more effort on behalf of the organization, work towards its success, and be better performers than uncommitted employees (Konovsky & Cropanzano, 1991). Therefore, advanced managerial commitment awareness is defined as aware of the process of developing an organization that will allow the organization to create a new working model by itself, facing new challenges. It is eliminating old beliefs inconsistent with the current situation, as well as promoting the development of skill, creating, and relaying knowledge that is fundamental values (Stata, 1989; Garvin, 1993; Nonaka, 1994). From

the reasons mentioned above, this leads to the hypotheses as follows:

H4: Advanced managerial commitment awareness has a positive influence on a) organizational creativity, b) organizational flexibility, c) organizational innovation, d) firm success, and e) firm survival.

- Adaptive System Perspective Emphasis (ASP)

The organization should be considered as a system that is made up of different parts, each with its own function, but acts in a coordinated manner (Stata, 1989; Leonard-Barton, 1992). A system perspective entails bringing the organization's members together around a common identity (Senge, 1990; Sinkula, 1994). In viewing the firm as a system, it implicitly involves recognizing the importance of relationships based on the exchange of information and services (Ulrich, Jick & Von, 1993), and infers the development of shared mental models (Senge, 1990; Kim, 1993). The various departments, individuals, and areas of the firm should have a clear view of the organization's objectives and understand how they can help in their development (Hult and Ferrell, 1997). A system perspective occurs within the organization to encourage the learning of people within the organization, and becomes the organizational learning which is important to shared-knowledge, perceptions, and beliefs (Grant, 1996). Thus, adaptive system perspective emphasis is defined as the sum of all the organization's membership together, acting in a coordinated manner. It is recognizing the importance of the relationship that is based on the exchange of information and services. This will lead to the development of new ideas, skills, including the development of outstanding innovation within the organization (Senge,

for new knowledge through learning and experimentation (Patterson & Scotia, 2010). Thus, organizational creativity is derived from the notion of novelty, newness, and originality in the areas of process, product, technology and management (Styhre, 2006). In addition, a researcher extends creativity to describe systems which can be integrated for improved theory and practice, leading to leadership (Rickards & Moger, 2006). Therefore, Organizational creativity is defined as the development of ideas that are both novel and useful concerning products, procedures, and processes at work, either in the short or the long-term (Amabile, 1979; Oldham & Cummings, 1996). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H6: Organizational creativity has a positive influence on a) organizational flexibility, b) organizational innovation, c) business competitiveness, and d) firm success.

- *Organizational Flexibility (ORF)*

On a strategic level, organizational flexibility supports permanent improvement of activities and process, materialized in obtaining sustainable competitive advantages (Matthyssens et al., 2005). Meanwhile, organizational flexibility, particularly strategic one, directs the operation of the organization, conditioning decisively its long-term performance (Nadkarni & Naraynan, 2007). The greater of strategic flexibility to neutralize environmental threats, to take advantage of market opportunities are result of organizational learning, as well as the shape the market evolution. In addition, the organizational learning is allowing firms to achieve a competitive advantage by improving information processing activities, which allows faster and more effective adjustment to changing environments and market conditions than the competition (Argyris & Schon, 1978;

Creativity is solving a complex organizational problem and producing innovation (Paper & Johnson, 1997). Organizational creativity or creative cultures in organizations need to be open to new ideas emphasizing learning, participative decision-making or power-sharing to present new administrative systems, modern production processes and new products/services (Hult, Hurley & Knight, 2004). A firm needs to focus on experimentation in developing new products or services, research and development (R&D), developing new processes, and technological leadership (Lumpkin & Dess, 2001). Organizational creativity is contributing to the exchange of information and knowledge, increasing flexibility within the organization and for providing standard or customized services to clients (Schoemaker, 2003). Meanwhile, organizational creativity needs to be flexible while controlling organizational risk; but it provides the freedom to search

Dickson et al., 2001). Therefore, organizational flexibility is defined as the act or reacts quickly in a changing competitive environment of the organization. Also, it responds with a new strategy in a proactive manner to the threats and market opportunities without obligation (Shimizu & Hitt, 2004). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H7: Organizational flexibility has a positive influence on a) business competitiveness, and b) firm success.

- Organizational Innovation (ORI)

Innovation derives from the successful implementation of creative ideas within an organization, and besides, value innovation or strategic innovation became a focal variable underpinning the creation of competitive advantage (Amabile et al., 1996; Baden-Fuller & Pitt, 1996). Scholars mention innovation as the process leading to a competitive advantage, and become a strategy used to achieve competitive advantage, and provide opportunity in globally competitive markets, because the competitive advantage is provided by the ability to develop innovation (Branzei & Vertinsky, 2006; McAdam & McClelland, 2002). Therefore, organizational innovation is defined as an adoption of an internally generated or purchased device, process, system, program, policy, product, or new service to the adopting organization, and new methods of organization for business management in the workplace and in the relationship between firms and external agents. Innovation is a result of knowledge enhancement responding and implemented for creativity in the organization (Damanpour, 1991; Cheung et al., 2006). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H8: Organizational innovation has a positive influence on a) business competitiveness, and b) firm success.

- Business Competitiveness (BUC)

Businesses competitiveness is the strategic management's ability to fit with the integration of new resources, and restructuring both inside and outside skills of organizations to meet the changing needs of the environment with rapid variability (Teece, Pisano & Shuen, 1997). Business competitiveness is the firm's resources and capabilities that provide benefits, while other firms do not take advantage of those resources and capabilities through price or cost, delivery reliability, quality, time, and product innovation (Lee & Wilhelm, 2010). Competitive advantage depends increasingly on firms' abilities to provide greater long-term customer value (Barney, 1991; Grant, 1991). The organization capability and resources are the sources of its competitive advantage when the firm can exploit its resources and operate activities which provide superior performance (Barney, 1991). The competitive advantage of business is composed of price advantage, transport advantage, innovation advantage, and quality advantage. Moreover, competitive advantage is valuable strategy-building over the competition (Porter, 1985). Thus, Business competitiveness is defined as the process to provide products and services more effectively and efficiently than the relevant competitors, to sustain success in markets without protection (Blunck, 2006). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H9: Business competitiveness has a positive influence on a) firm success, and b) firm survival

- Firm Success (FSC)

Firm success is the assessment of firm performance, which is successful in several aspects, and the potential for achieving an organization's objectives in various outcomes, internal business processes, including the finances, customers, and learning (Chalatharawat & Ussahawanitchakit, 2009). Components of firm success are the collected data from customer satisfaction surveys, sales volume, market share, return on investment, product quality improvement, and profitability (Cadez & Guilding, 2008). In addition, firm success is also the capability of achieving the firm's objectives in terms of overall performance, including four main perspectives: finances, customers, internal business processes, and learning and growth. Four items are concerned with the continuous growth rate: assets, sales, and profit; as well as the continuous increase of market share and new customers (Scott & Bruce, 1994). Thus, Firm success is defined as the achievement of goals and performance of the organization. It has the ability to retain customers, and attain excellence in innovation, operations, and finance (Mohrman, Finegold & Mohrman, 2003). Hence, from the reasons mentioned above, this leads to the hypotheses as follows:

H10: Firm success has a positive influence on firm survival.

- Firm Survival

Previous research has described survival as the approaches, or strategies that firms must have to integrate their organizational capabilities and business innovation, to ensure corporate survival in a long-running operation (Pansuppawatt & Ussahawanitchakit, 2011). Thus, firm survival is defined as the status of the organization that has gained a satisfactory performance in the past, continues to the

present, and is expected to extend to be better in the future. Firm survival requires maintaining a balance between flexibility and stability within the external environment (Boal & Schultz, 2007).

3. Research Methodology

- Sample Selection and Data Collection Procedure

Instant foods and convenience foods businesses in Thailand are the population of this study, because Thai government has an aim and policy to promote Thailand as "The Kitchen of the World" as well as supports Thailand to achieve in becoming one of the leading exporters of food products in the world market. In order to illustrate the research phenomenon, a list of 775 instant foods and convenience foods businesses in Thailand were provided by database of the Department of Business Development, Ministry of Commerce, Thailand (information drawn on 1 March, 2015).

A mail survey procedure via questionnaire was used for data collection. A self-administered questionnaire comprises seven sections. In section one, respondents are requested to provide their personal information such as gender, age, marital status, education level, working experience, and current position. Section two is general information about organizational characteristics; for example, business type, location, firm experience, cost of operations, and number of employees. For sections three to six, are the perceptions on dynamic organizational learning strategy, its consequences, and internal and external influences, using a Likert five-point interval scale, ranging from 1 = strongly disagree, to 5 = strongly agree. Finally, section seven is the suggestions and opinions regarding dynamic organizational learning strategy.

The key informants in this study were managing directors or managing partners of each firm. All 775 questionnaires were sent

on May 11, 2015, only 10 surveys were undeliverable because some were no longer in business or had moved to an unknown location. Successful questionnaires were 765 surveys. The follow-up method is conducted by telephone reminder of non-responses that were conducted after three weeks. Finally, 222 responses were collected. However, only 220 complete questionnaires were usable. The response rate was 28.76%.

Before the sample is generalized to the population, the test of non-response bias by Armstrong and Overton (1979) is an important step. This study, the researcher used t-test statistics tested early and late response bias. The late responses were compared with the early ones and the results yielded no statistically significant difference in early and late response in terms of firm characteristics. Therefore, it can be stated that early and late response bias did not pose a serious problem in this study.

- Variable Measurements

Multiple items are for measuring each construct. Certainly, variables are estimated scales from their definitions and are applied from relevant marketing research. The five-point Likert scale utilizes intervals ranging from 1 = strongly disagree, to 5 = strongly agree, due to the question that measures perception of variables (Newell & Goldsmith, 2001).

- Dependent Variable

FSR is measured by the degree of the gained satisfaction performance in the past continues to the present and expected to extend to be better in the future. It is determined by the duration of operation of the firm at more than 5 years (Boal & Schultz, 2007). Thus, this construct is measured by using a four-item scale.

- Independent variable

COM is measured by the degree of the outcome of open and willing of employees in the organization to accept new ideas and perspectives, both inside and outside the organization (Senge, 1990; Sinkula, 1994). This construct is measured by using a four-item scale.

DSK is measured by the degree of the outcome of distributed, published, or transfer knowledge throughout the organization for employees, through conferences, panel discussions, workshops, and informal interaction between the individuals in the organization (Koffman & Seng, 1993; Day, 1994). This construct is measured by using a four-item scale.

FBE is measured by the degree of the outcome of innovative, how to solve business problems of employees in current and future that modified to suit any time (Shimizu & Hitt, 2004). This construct is measured by using a four-item scale.

AMC is measured by the degree of the outcome of the process of developing an organization of employees that will allow the organization to create a new working model by itself, and facing new challenges. As well as to promote the development of skill, creating, and relaying knowledge that is fundamental values (Stata, 1989; Garvin, 1993; Nonaka, 1994). This construct is measured by using a four-item scale.

ASP is measured by the degree of sum of all the organization's membership together, acting in a coordinated manner. It is recognizing the importance of the relationship that is based on the exchange of information and services of employees (Senge, 1990; Sinkula, 1994). This construct is measured by using a four-item scale.

- Mediating variable

ORC is measured by the degree of the outcome of the development of ideas of employees that are both novel and useful concerning products, procedures, and

processes at work (Amabile, 1979; Oldham & Cummings, 1996). This construct is measured by using a four-item scale.

ORF is measured by the degree of the outcome of the organization to act or react quickly in a changing competitive environment, as well as to respond the new strategy in a proactive manner to the threats and market opportunities without obligation (Shimizu & Hitt, 2004). This construct is measured by using a four-item scale.

ORI is measured by the degree of the outcome of an adoption of an internally generated or purchased device, system, policy, program, process, product, or new service to the adopting organization of employees, and accepts new methods of organization for business management in the workplace and in the relationship between firms and external agents (Damanpour, 1991; Cheung et al., 2006). This construct is measured by using a four-item scale.

BUC is measured by the degree of the process to provide products and services more effectively and efficiently than the relevant competitors to sustained success in markets without protection (Blunck, 2006). This construct is measured by using a four-item scale.

FSC is measured by the degree or the achieving goals and performance of the organization. It has ability to retain customer, and excellence in the innovation, operations, and finance (Mohrman, Finegold & Mohrman, 2003). This construct is measured by using a four-item scale.

- Control Variables

Firm capital is measured by the capital or assets invested in the operation of an organization (Phokha & Ussahawanitchakit, 2011). It is represented by a dummy variable (0 < 60,000,000 Baht, and 1 \square 60,000,000 Baht).

Firm size is measured by the number of employees currently registered as full-time (Ussahawanitchakit, 2005). In this case, firm size is represented by a dummy variable (0 < 300 employees and 1 \square 300 employees).

- Reliability and validity

To assess the measurement reliability and validity, factor analysis was firstly utilized during the pre-test. The confirmatory factor analyses were conducted separately on each set of the items representing a particular scale due to limited observations. All factor loadings are greater than the 0.40 cut-off (Nunnally & Bernstein, 1994) and are statistically significant. In the scale reliability, Cronbach's alpha coefficients are greater than 0.70 (Nunnally & Bernstein, 1994).

Also, this study has shown strong validity and reliability as demonstrated in Table 1. The factor loading was ranging from 0.691-0.948 in that these scales are more than 0.40, indicating acceptable construct validity. Also, Cronbach's alpha coefficients were measured between 0.822-0.922, which exceeds 0.70 to indicate high reliability (Nunnally & Bernstein, 1994).

- Statistical Techniques

The Ordinary Least Squares (OLS) regression analysis was utilized to examine the hypotheses. Because all dependent variable, independent variables, and control variables in this study were neither nominal data nor categorical data, ordinary least squares regression analysis is an appropriate method for examining the hypothesized relationships (Aulakh, Kotabe, and Teegen, 2000).

Moreover, OLS regression analysis not only explains a relationship between two variables, but it also provides a sense of the rationale behind the reflect of interaction which it is the effect of independent variables on the dependent variable is said

to be a linear function of moderator variable (Jaccard & Turrisi, 2003). Consequently,

OLS regression analysis is appropriately using to test all hypotheses in this research.

Table 1: Results of measure validation

Constructs	Factor Loadings	Alpha Coefficient
Continuous Open-mindedness Orientation (COM)	.691-.879	.822
Dynamic Shared-knowledge Focus (DSK)	.775-.902	.863
Flexible Business Experimentation Concern (FBE)	.763-.893	.856
Advanced Managerial Commitment Awareness (AMC)	.704-.898	.840
Adaptive System Perspective Emphasis (ASP)	.843-.909	.895
Organizational Creativity (ORC)	.735-.913	.870
Organizational Flexibility (ORF)	.875-.938	.922
Organizational Innovation (ORI)	.841-.948	.916
Business Competitiveness (BUC)	.882-.935	.920
Firm Success (FSC)	.817-.896	.885
Firm Survival (FSR)	.825-.895	.890

4. Results and Discussion

The descriptive statistics and correlation between variables are analyzed as shown in Table 2. The maximum scale of variance inflation factors (VIFs) was 3.791 which does not exceed the value of 10, indicating no multicollinearity (Hair et al., 2010). With regard to the auto-correlation effect, it was found that the Durbin-Watson (d) scale ranges from 1.786 to 2.077, which is between the critical value of $1.5 < d < 2.5$ (Durbin & Watson, 1971) as shown in Table 3. Therefore, as to auto-correlation effects, there is no problem in this study.

Table 3 presents the results of hypotheses 1 – 10, tested by OLS regression analysis, of the relationships among five dimensions of dynamic organizational learning strategy. In hypothesis 1, the findings indicate that continuous open-mindedness orientation has a significant positive effect on organizational creativity (H1a: $\beta_1 = .168$, $p < 0.05$). Open-minded of persons in the organization can learn many aspects that are the breadth, depth, and

speed (Huber, 1991). Openness to new ideas come from within the organization or from outside of it (Leonard-Barton, 1992; Garvin, 1993). It generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahra, Neubaum & Larrenta, 2007).

On the other hand, continuous open-mindedness orientation has no significant positive effect on organizational flexibility (H1b: $\beta_8 = -.095$, $p > 0.10$), organizational innovation (H1c: $\beta_{15} = .052$, $p > 0.10$), firm success (H1d: $\beta_{22} = .008$, $p > 0.10$), and firm survival (H1e: $\beta_{29} = -.037$, $p > 0.10$). The climate of openness, the firms needs to have cultural and functional, as well as avoiding the egocentric attitude of persons in the organization, this will affect to reduce of firm success and firm survival (Nevis, DiBella & Gould, 1995). The interaction between open-mindedness and organizational flexibility and innovation outcome are likely to require relatively little modification in turbulent markets (Jaworski

& Kohli, 1993). This suggests that the explanation of the interaction between open-mindedness and

Table 2: Descriptive Statistics and Correlation Matrix

Variables	COM	DSK	FBE	AMC	ASP	ORC	ORF	ORI	BUC	FSC	FSR	FAC	FSZ
Mean	4.062	3.943	3.833	3.985	3.988	3.792	3.692	3.698	3.550	3.690	3.758	-	-
S.D.	0.499	0.610	0.619	0.564	0.592	0.601	0.637	0.715	0.708	0.689	0.630	-	-
COM	1												
DSK	.714***	1											
FBE	.756***	.759***	1										
AMC	.741***	.728***	.716***	1									
ASP	.703***	.695***	.645***	.749***	1								
ORC	.616***	.679***	.559***	.572***	.689***	1							
ORF	.435***	.503***	.466***	.490***	.584***	.760***	1						
ORI	.578***	.649***	.620***	.540***	.625***	.787***	.685***	1					
BUC	.526***	.641***	.641***	.504***	.513***	.673***	.666***	.780***	1				
FSC	.456***	.557***	.484***	.500***	.447***	.617***	.617***	.705***	.727***	1			
FSR	.455***	.583***	.522***	.486***	.442***	.649***	.594***	.654***	.702***	.833***	1		
FAC	.012	.018	.061	.053	-.011	.050	.093	-.007	.009	.063	.044	1	
FSZ	.051	.109	.069	.111	.026	.051	.035	.017	.011	.056	.009	.668***	1

*** Correlation is significant at the 0.01 level (2-tailed).

organizational flexibility and innovation outcome is less likely in high market turbulence (Kohli & Jaworski, 1990). This suggests that the explanation of the interaction between open-mindedness and organizational flexibility and innovation outcome is less likely in high market turbulence (Kohli & Jaworski, 1990). Firms operated in the most turbulent market are likely open-mindedness reduced, resulting in decreased of flexibility and innovative in organizations. **Hence, hypotheses 1a is**

supported but 1b, 1c, 1d, and 1e are not supported.

In hypothesis 2, the findings indicate that dynamic shared-knowledge focus has a significant positive effect on organizational creativity (H2a: $\beta_2 = .404$, $p < 0.01$), organizational flexibility (H2b: $\beta_9 = .175$, $p < 0.10$), organizational innovation (H2c: $\beta_{16} = .307$, $p < 0.01$), firm success (H2d: $\beta_{23} = .378$, $p < 0.01$), and firm survival (H2e: $\beta_{30} = .437$, $p < 0.01$).

Table 3: Results of Regression Analysis

Independent Variable	Dependent Variables									
	ORC (Eq1)	ORF (Eq2)	ORI (Eq3)	FSC (Eq4)	FSR (Eq5)	ORF (Eq6)	ORI (Eq7)	BUC (Eq8)	FSC (Eq9)	FSR (Eq10)
Continuous Open-mindedness Orientation (COM) (H1a-H1e)	.168** (.080)	-.095 (.096)	.052 (.086)	.008 (.099)	-.037 (.097)					

Dynamic Shared- knowledge Focus (DSK) (H2a-H2e)	.404*** (.080)	.175* (.096)	.307*** (.085)	.378*** (.099)	.437*** (.097)					
Flexible Business Experimentation Concern (FBE) (H3a-H3e)	-.068 (.080)	.084 (.096)	.233*** (.086)	.060 (.100)	.154 (.097)					
Advanced Managerial Commitment Awareness (AMC) (H4a-H4e)	-.112 (.082)	.038 (.098)	-.124 (.087)	.165* (.101)	.096 (.099)					
Adaptive System Perspective Emphasis (ASP) (H5a-H5e)	.420*** (.075)	.452*** (.089)	.319*** (.080)	.019 (.093)	-.002 (.090)					
Organizational Creativity (ORC) (H6a-H6d)						.759*** (.044)	.789*** (.042)	.016 (.076)	.013 (.082)	
Organizational Flexibility (ORF) (H7a-H7b)								.243*** (.065)	.140** (.072)	
Organizational Innovation (ORI) (H8a-H8b)								.601*** (.068)	.286*** (.085)	
Business Competitiveness (BUC) (H9a-H9b)									.402*** (.073)	.203*** (.053)
Firm Success (FSC) (H10)										.687*** (.053)
Firm Capital (FCA)	.196 (.128)	.336** (.153)	.010 (.136)	.188 (.158)	.228 (.154)	.217* (.123)	-.115 (.117)	-.018 (.116)	.078 (.124)	.074 (.102)
Firm Size (FSZ)	-.119 (.125)	-.222 (.150)	-.068 (.134)	-.140 (.155)	-.267* (.152)	-.149 (.120)	.027 (.114)	-.005 (.112)	.033 (.120)	-.113 (.099)
Adjusted R ²	.553	.359	.489	.314	.347	.578	.616	.633	.580	.710
Maximum VIF	3.279	3.279	3.279	3.279	3.279	1.808	1.808	3.473	3.791	2.138
Durbin-Watson	2.077	2.024	1.884	2.018	1.959	1.786	1.847	2.039	2.066	1.880

Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Dynamic shared-knowledge focus is an organizational learning that is important to firm success and firm survival (Argote, 1999; Brown & Duguid, 2001). It generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahra, Neubaum & Larrenta, 2007).

Learning also promotes entrepreneurial activities by enabling companies to innovate, create new business, and renew their operations (Zahra, 2008). Dynamic shared-knowledge focus on organization assists improvement and development business management in the organization, and achieving excellence in business management over its competitors. **Therefore, hypotheses 2a, 2b, 2c, 2d, and 2e are supported.**

In hypothesis 3, the findings indicate that flexible business experimentation concern has a significant positive effect on organizational innovation (H3c: $\beta_{17} = .233$, $p < 0.01$). Flexible business experimentation is an essential aspect for generative learning inasmuch as it implies the search for innovative and flexible solutions to current and future problems, based on the possible use of different methods and procedures (Leonard-Barton, 1992; Garvin, 1993). It assists the firms achieving excellence in business operations over its competitors and competitive advantage.

In contrast, flexible business experimentation concern has no significant positive effect on organizational creativity (H3a: $\beta_3 = -.068$, $p > 0.10$), organizational flexibility (H3b: $\beta_{10} = .084$, $p > 0.10$), firm success (H3d: $\beta_{24} = .060$, $p > 0.10$), and firm survival (H3e: $\beta_{31} = .154$, $p > 0.10$). Previous research shows that the flexible business experimentation concern is related to the implementation and openness to new ideas, organizational flexibility, and firm performance (Calantone, Cavusgil & Zhao, 2002). However, flexible business

experimentation concern shows no direct effect for the sake of business management (Toften & Olsen, 2003). It maybe focuses on shared-knowledge and organizational behavior. **Hence, hypotheses 3c is supported, but 3a, 3b, 3d, and 3e are not supported.**

In hypothesis 4, the findings indicate that advanced managerial commitment awareness has a significant positive effect on firm success (H4d: $\beta_{25} = .165$, $p < 0.10$). Managerial commitment is positively related to job performance, and engaging in and maintaining behaviors that help others achieve a goal (Konovsky & Cropanzano, 1991; Cooper, 2006). Advanced managerial commitment awareness of organization achieving excellence in business operation and successes resulted in business long-term sustainability.

On the other hand, advanced managerial commitment awareness has no significant on organizational creativity (H4a: $\beta_4 = -.112$, $p > 0.10$), organizational flexibility (H4b: $\beta_{11} = .038$, $p > 0.10$), organizational innovation (H4c: $\beta_{18} = -.124$, $p > 0.10$), and firm survival (H4e: $\beta_{32} = .096$, $p > 0.10$). Previous research has suggested that advanced managerial commitment awareness affects business management. Being able to invent new business innovation and new ideas (Jantunen, 2005), previous research did not guarantee dissimilarity in high market turbulence, firm risk-taking capability affects advanced managerial commitment awareness reduced, resulting in decreased of business management (Jansen & other, 2006). Thus, advanced managerial commitment awareness cannot guarantee business management. **Hence, hypotheses 4d is supported, but 4a, 4b, 4c, and 4e are not supported.**

In hypothesis 5, the finding asserts that adaptive system perspective emphasis

has a significant positive effect on organizational creativity (H5a: $\beta_5 = .420$, $p < 0.01$), organizational flexibility (H5b: $\beta_{12} = .452$, $p < 0.01$), and organizational innovation (H5c: $\beta_{19} = .319$, $p < 0.01$). A system perspective that occurs within the organization to encourage the learning of people within the organization, and becomes the organizational learning, and generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahara, Neubaum & Larrenta, 2007). Adaptive system perspective emphasis is the fundamental of business continuous improvement which brings about the achievements of business stability and business performance in the long-run. In contrast, adaptive system perspective emphasis has no significant positive effect on firm success (H5d: $\beta_{26} = .019$, $p > 0.10$), and firm survival (H5e: $\beta_{33} = -.002$, $p > 0.10$). Firm success and firm survival should be the considered as a system that is made up of different parts, and acts in a coordinated manner (Leonard-Barton, 1992). However, the reasons for competitive intensity not forcing the relationship between adaptive system perspective emphasis and firm success might be that competitive intensity is concentrated on business exogenous environment factors. It may affect success in business management (Baker et al., 1999). The firm has cultural and functional diversity may be affected to the relationship decline, between adaptive system perspective emphasis and firm success and firm survival in the long-run. **Thus, hypotheses 5a, 5b, and 5c are supported, but 5d and 5e are not supported.**

In hypothesis 6, the evidence indicates that organizational creativity has a significant positive effect on organizational flexibility (H6a: $\beta_{36} = .759$, $p < 0.01$), and organizational innovation (H6b: $\beta_{39} = .789$, $p < 0.01$). Creativity is solving a complex organizational problem and producing

innovation (Paper & Johnson, 1997). Organizational creativity is contributing to the exchange of information and knowledge, increasing flexibility within the organization and for providing standard or customized services to clients (Schoemaker, 2003). Organizational creativity assists business management improvement and development, and achieving excellence in business operations over its competitors.

In contrast, organizational creativity has no significant positive effect on business competitiveness (H6c: $\beta_{42} = .016$, $p > 0.10$), and firm success (H6d: $\beta_{47} = .013$, $p > 0.10$). Organizational creativity is an important source of firm success and competitive advantage (Zhou & Li, 2010). However, previous research does not guarantee business management in high market turbulence. It's not forcing the relationship between organizational creativity and firm success. It may affect success in business management decline (Baker et al., 1999; Jansen & Other, 2006). The turbulent business environment may be affected to organizational creativity, it may motivate to seek out, or avoid. **Thus, hypotheses 6a and 6b are supported, but 6c and 6d are not supported.**

In hypothesis 7, the results dictate that organizational flexibility has a significant positive effect on business competitiveness (H7a: $\beta_{43} = .243$, $p < 0.01$), and firm success (H7b: $\beta_{48} = .140$, $p < 0.05$). Organizational flexibility to be maintained in economic and social efficiency areas, firms must show flexibility, to be fundamental, and adopt proactive business strategies with initiation processes and periodical implementation of adequate organizational change (Bacanu, 2006).

On a strategic level, organizational flexibility support permanent improvement of activities and processes, materialized in obtaining sustainable competitive advantages (Matthyssens et al., 2005). In this context, organizational flexibility is a firm's

ability to be proactive or respond quickly to changing competitive environment, and to take advantage of market opportunities.

Thus, hypotheses 7a and 7b are supported.

In hypothesis 8, the findings indicate that organizational innovation has a significant positive effect on business competitiveness (H8a: $\beta_{44} = .601$, $p < 0.01$), and firm success (H8b: $\beta_{49} = .286$, $p < 0.01$). Innovation derives from the successful implementation of creative ideas within an organization (Amabile et al., 1996). Scholars mention innovation as the process leading to a competitive advantage, and become a strategy used to achieve competitive advantage, and provide opportunity in globally competitive markets, because the competitive advantage is provided by the ability to develop innovation (Branzei & Vertinsky, 2006; McAdam & McClelland, 2002). Organizational innovation derives from the successful implementation of creative ideas within an organization, become the creation of competitive advantage. ***Therefore, hypotheses 8a and 8b are supported.***

In hypothesis 9, the results show that business competitiveness has a significant positive effect on firm success (H9a: $\beta_{50} = .402$, $p < 0.01$), and firm survival (H9b: $\beta_{53} = .203$, $p < 0.01$). Businesses competitiveness is the strategic management's ability to fit with the integration of new resources, and restructuring both inside and outside skills of organizations to meet the changing needs of the environment with rapid variability (Teece, Pisano & Shuen, 1997). Business competitiveness is the firm's resources and capabilities that provide benefits, while other firms do not take advantage of those resources and capabilities through price or cost, delivery reliability, quality, time, and product innovation (Lee & Wilhelm, 2010). Business competitiveness is the strategic management's ability to fit with the integration of new resources, to sustain

success in a market without protection.

Thus, hypotheses 9a and 9b are supported.

In hypothesis 10, the finding asserts that firm success has a significant positive effect on firm survival (H10: $\beta_{54} = .687$, $p < 0.01$). Firm success is related to strategies, a capability which needs to be managed for firm performance or survival in a highly competitive situation (Mohrman, Finegold & Mohrman, 2003). Firm success is the capability of achieving the firm performance, and the successful organization has long-running performance over its rivals. ***Thus, hypothesis 10 is supported.***

5. Contributions

- Theoretical Contribution

This research is proposed to provide a clearer understanding of the relationships among dynamic organizational learning strategy, its consequences, drawn on organizational learning theory that leads to answer how organization succeeds in the long-term. Furthermore, this research proposes five dimensions of dynamic organizational learning strategy for the theoretical, whereas prior research has never explored. Finally, this research advances the literature by categorizing many consequences of the dynamic organizational learning strategy, and develops a model to test the relationships in the same model.

- Managerial Contribution

This research can facilitate managing director or managing partner to identify and justify key components of dynamic organizational learning strategy by bringing the dynamic shared-knowledge focus and adaptive system perspective emphasis to generate new knowledge for building new skills, new ideas, and capabilities that could lead to competitive advantage. Moreover, organizational innovation and business competitiveness are the crucial outcome of the dynamic organizational learning

strategy, managing director or managing partner should realize to continuously improve organizational innovation because innovation as the process leading to competitive advantage, and become a strategy used to achieve competitive advantage, and provide opportunity in globally competitive markets. Meanwhile, business competitiveness is the strategy for integration of new resources, restructuring both inside skill and outside skill of organizations to meet the changing needs of the environment with rapid variability.

6. Conclusions and Future Research

The research aims to examine the impacts of the dynamic organizational learning strategy on firm survival through influences of its consequences. The data were collected by conducting questionnaires from 220 instant foods and convenience foods businesses in Thailand. Managing directors or managing partners were key informants. There are ten hypotheses proposed for testing by employing OLS regression analysis. The results indicate that five activities of dynamic organizational learning strategy are significant to attain a superior outcome of a managing activity. In particular, dynamic shared-knowledge focus and adaptive system perspective emphasis have strongly influenced on managing outcomes. The future research should be interesting to compare the efficiency of dynamic organizational learning strategy and/or investigate the impact of dynamic organizational learning strategy on the managing outcomes in the different groups of samples and/or comparative populations or from other business sectors in order to verify the generalizability of the results, increase the level of reliable results, and expand the usefulness of the results.

References:

- Aiken, L.S. and S.G. West. (1991). *Multiple Regression: Testing and Interpreting Interactions*. Thousand Oaks, CA: Sage.
- Amabile, T. M. (1979). Effects of external evaluation on artistic creativity. *Journal of Personality and Social Psychology*, 25, 23-37.
- Amabile, T.M., Conti, R., Coon, H., Lazenby, J., and Herron, M. (1996). Assessing the work environment for creativity. *Academy of management Journal*, 39(5), 1154-1184.
- Argote, L. (1999). *Organizational learning: Creating, retaining, and transferring knowledge*. Boston: Kluwer Academic.
- Argyris, C., and Schon, D. (1978). *Organizational learning: A theory of action perspective*. Reading MA: Addison Wesley.
- Armstrong, J.S., and Overton, T.S. (1979). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 396-402.
- Aulakh, P. S., Kotabe, M. and Teegen, H. (2000). Export strategies and performance of firms from emerging economies: Evidence from Brazil, Chile, and Mexico. *Academy of Management Journal*, 43(3), 342-361.
- Bacanu, B. (2006). *Practici de management strategic*. Editura Polirom, Iasi.
- Baden-Fuller, C., and Pitt, M. (1996). The nature of innovating strategic management. *Strategic innovation*, 2, 3-42.
- Baker, William E. and James M. Sinkula. (1999). The synergistic effect of market

orientation and learning orientation on organizational performance. *Journal of Academy of Marketing Science*, 27(4), 411-427.

Bapuji, H., and Crossan, M.M. (2004). From questions to answers: Reviewing Organizational learning research. *Management Learning*, 35(4), 397-417.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Beer, M., Voelpel, S.C., Leibold, M., and Tekie E.B. (2005). Strategic management as organizational learning: Developing fit and alignment through a disciplined process. *Long Range Planning*, 38(5), 445-65.

Blunck, F. (2006). *What is competitiveness*. Boston: Harvard Business School Press.

Boal, K.B., and Schultz, P.L. (2007). Storytelling, time, and evolution: The role of strategic leadership in complex adaptive systems. *Leadership Quarterly*, 18(4), 411-428.

Branzei and Iian V. (2006). Strategic path ways to product innovation capabilities in SMEs. *Journal of Business Venturing*, 21, 75-105.

Brown, J.S., and Duguid, P. (2001). Knowledge and organization: A social-practice perspective. *Organization Science*, 12, 198-213.

Cadez, S., and Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. *Accounting*,

Organizations and Society, 33, 836-863.

Calantone, Roger J., S. Tamer C. and Yushan Z. (2002). Learning orientation, firm innovation capability, and firm performance. *Industrial Marketing Management*, 31(6), 515-524.

Chalatharawat, J., and Ussahawanitcakit, P. (2009). Accounting information usefulness for performance evaluation and its impact on the firm success: An empirical investigation of food manufacturing firm in Thailand. *Review of Business Research*, 9(2), 1-25.

Cheung, S.O., Wong, P.S.P., Fung, Ada, S.Y., and Coffey, W.V. (2006). Predicting project performance through neural networks. *International Journal of Project Management*, 24(3), 207-15.

Chirico, F. (2008). The creation, sharing and transfer of knowledge in family business. *Journal of Small Business and Entrepreneurship*, 21(4), 413-433.

Cooper, D. (2006). The impact of management's commitment on employee behavior: A field study. *American Society of Safety Engineers*, 1-8.

Crossan, M.M., Henry, W.L., and Roderick, E.W. (1999). An organizational learning framework: From institution to institution. *Academy of Management Review*, 24(3), 522-537.

Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34, 555-90.

Dawson, R. (2000). Knowledge capabilities as the focus of organizational development

and strategy. *Journal of Knowledge Management*, 4(4), 320-327.

Day, G.S. (1994). The capability of market-driven organizations. *Journal of Marketing*, 37-52.

Dickson, PR., Farris, PW., and Verbeke, W. (2001). Dynamic strategic thinking. *Journal of the Academy of Marketing Science*, 29(3), 216-37.

Durbin, J., and Watson, G. S., (1971), *Testing for serial correlation in least squares regression III*. Biometrika, 58(1), 1-19.

Eye, A.V. and C. Schuster. (1998). *Regression Analysis for Social Sciences*. California, USA, Academic Press.

Fiol, C.M., and Marjorie, A.L. (1985). Organizational learning. *Academy of Management Review*, 10(4), 803-813.

Garvin, DA. (1993). Building a learning organization. *Harvard Business Review*, 78-91.

Grant, R.M. (1991). The resource-based theory of competitive advantage: Implications for strategy formation. *California Management Review*, 33, 114-135.

Grant, R.M. (1996). Prospering in dynamically-competitive environments: Organizational capability as knowledge integration. *Organizational Science*, 7(4), 375-87.

Hair, Jr. J.F., Babin, B.J., and Anderson, R.E. (2010). *Multivariate data analysis: A*

global perspective. 7th ed. New Jersey: Pearson Prentice Hall.

Hoskisson, RE., Hitt, MA., Wan, W.P. and Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3), 417-456.

Huber, GP. (1991). Organizational learning the contributing processes and the literatures. *Organizational Science*, 2(1), 88-115.

Hult, G.T.M., and Ferrell, O.C. (1997). Global organizational learning capacity in purchasing: Construct and measurement. *Journal of Business Research*, 40(2), 97-111.

Hult, G.T. M., and Other. (2000). Global organizational learning in the supply chain: A low versus high learning study. *Journal of International Marketing*, 8(3), 61-83.

Hult, G.T.M., Hurley, R.F., and Knight, G.A. (2004). Innovativeness: Its antecedents and impact on business performance. *Industrial Marketing Management*, 33, 429-438.

Jaccard, J. and R. Turrisi. (2003). *Interaction effects in multiple regression*. 2nd ed. Thousand Oakes, CA: Sage.

Jantunen, A. (2005). Knowledge-processing capabilities and innovative performance: An empirical study. *European Journal of Innovation Management*, 8(3), 336-349.

- Jansen, Justin J. P. and others. (2006). Exploratory innovation, exploitative innovation, and performance: Effects of organizational antecedents and environmental moderators. *Management Science*, 52(11), 1661-1674.
- Jaworski, Bernard J and Ajay K. K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*. 57(3), 53-70.
- Kim, D.H. (1993). The link between individual and organizational learning. *Sloan Management Review*, 35(1), 37-50.
- Koffman, F., and Senge, PM. (1993). Communities of commitment: the heart of learning organizations. *Organizational Dynamics*, 22(2), 5-23.
- Kohli, Ajay K. and Bernard J.J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1-18.
- Konovsky, M.A. and Cropanzano. (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of Applied Psychology*, 79, 698-707.
- Lee, C., and Wilhelm, W. (2010). On integrating theories of international economics in the strategic planning of global supply chains and facility location. *International Journal of Production Economics*, 124(1), 225-240.
- Lei, D., Slocum, JW., and Pitts, RA. (1999). Designing organizations for competitive advantage: The power of unlearning and learning. *Organization Dynamic*, 24-38.
- Leonard-Barton, D. (1992). The factory as a learning laboratory. *Sloan Management Review*, 23-38.
- Lumpkin, G.T., and Dess, G.O. (2001). The influence of interfirm relational capabilities on export advantage and performance: An empirical analysis. *International Business Review*, 10, 399-420.
- Lumpkin, G.T., and Lichtenstein, BB. (2005). The role of organizational learning in the opportunity recognition process. *Entrepreneurship Theory and Practice*, 29(4), 451-72.
- Madhavaram, S., and Hunt, SD. (2008). The service-dominant logic and a hierarchy of operant resources: Developing masterful operant resources and implications for marketing strategy. *Journal of the Academy of Marketing Science*, 36, 67-82.
- Matthyssens, P., Pauwels, P. and Vandenbemt, K. (2005). Strategic flexibility, rigidity and barriers to the development of absorptive capacity in business market. *Industrial Marketing Management*, 34(6), 547-554.
- McAdam, R., and McClelland, J. (2002). Individual and team-based idea generation within innovation management: Organizational and research agendas. *European Journal of Innovation Management*, 5(2), 86-97.
- McGill, ME., Slocum, JW., and Lei, D. (1992). Management practices in learning organization. *Organization Dynamic*, 21(1), 5-17.
- McGill, ME., and Slocum, JW. (1993). Unlearning the organization. *Organization*

Dynamic, 67-79.

Mohrman, S.A., Finegold, D., and Mohrman, A.M. (2003). An empirical model of the organization knowledge system in new product development firms. *Journal of Engineering and Technology Management*, 20(1-2), 7-38.

Morgan, R.E. (2004). Market-based organizational learning theoretical reflections and conceptual insights. *Journal of Marketing Management*, 20(1/2), 67-103.

Mowday, R.T., Porter, L.W. and R.M. Steers. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*. San Diego, CA: Academic Press.

Nadkarni, S. and Narayanan, V.K. (2007). Strategic schemas, strategic flexibility, and firm performance: The moderating role of industry clock speed. *Strategic Management Journal*, 28(3), 243-270.

Nevis, EC., DiBella, AJ., and Gould, JM. (1995). Understanding organizations as learning systems. *Sloan Management Review*, 73-85.

Newell, S. J., and Goldsmith, R. E., (2001), The development of a scale to measure perceived corporate credibility, *Journal of Business Research*, 52(3), 235-247.

Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37.

Nonaka, I., Byosiére, P., Borucki, C.C., and Konno, N. (1994). Organizational

knowledge creation theory: A first comprehensive test. *International Business Review*, 3(4), 337-351.

Nunnally, J.C., and Bernstein, I.H. (1994). *Psychometric theory 3th ed*. New York: McGraw-Hill.

Oldham, G. R. and Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.

Pansuppawatt, P., and Ussahawanitchakit, P. (2011). Strategic organizational creativity of medical and cosmetic businesses in Thailand: An empirical investigation of the antecedents and consequences. *International Journal of Strategic Management*, 11(2), 1-25.

Paper, David J. and Johnson, Jeffrey J. (1997). A theoretical framework linking creativity, empowerment, and organization memory. *Creativity and Innovation Management*, 6(1), 32-44.

Patterson, C. and Nova, S. (2010). *Individual and organizational creativity*. California, C.A.: Sage Publications.

Phokha, A. and Ussahawanitchakit, P. (2011). Marketing leadership strategy, market outcomes and firm sustainability: Evidence from food product business in Thailand. *International Journal of Strategic Management*, 11(3), 1-25.

Porter, M.E. (1985). Technology and competitive advantage. *The Journal of Business Strategy*, 5(3), 60.

Porter, M.E. (1990). *The competitive advantage: Creating and sustaining*

superior performance. New York: The Free Press.

Prahalad, C.K., and Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 79-91.

Rickards, T., and Moger, S. (2006). Creative leaders: A decade of contributions from creativity and innovation management. *Journal Creativity and Innovation Management*, 15(1), 4-18.

Riege, A. (2007). Actions to overcome knowledge transfer barriers in MNCs. *Journal of Knowledge Management*, 11(1), 48-67.

Riggs, W. (2010). Open-mindedness. *Journal Compilation*, 41(1-2), 172-188.

Schoemaker, M. (2003). Identity in flexible organizations: Experiences in dutch organizations. *Blackwell Publishing*, 12(4), 191-201.

Scott, S., and Bruce, R. (1994). Determinant of innovative behaviour: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37, 580-607.

Senge, P.M. (1990). *The fifth discipline: Art and practice of the learning organization*. New York: Doubleday.

Shimizu, K., and Hitt, MA. (2004). Strategic flexibility: Organizational preparedness to reverse ineffective strategic decisions. *The Academy of Management Executive*, 18(4), 44-58.

Sinkula, J.M. (1994). Market information processing and organizational learning. *Journal of Marketing*, 58, 35-45.

Slater, S.F., and Narver, J.C. (1995). Market orientation and the learning organization. *Journal of Marketing*, 59(7), 63-74.

Slocum, JW., McGill, M., Lei, DT. (1994). The new learning strategy: Anytime, anything, anywhere. *Organization Dynamic*, 33-49.

Stata, Ray. (1989). Organizational learning – the key to management innovation. *Sloan Management Review*, 30, 63-74.

Styhre, A. (2006). Organization creativity and the empiricist image of novelty. *Creativity and Innovation Management*, 15(2), 143-149.

Teece, D.J., Pisano, G., and Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-33.

Toften, Kjell and Svein Ottar Olsen. (2003). Export market information use, organizational knowledge and firm performance: A conceptual framework. *International Marketing Review*, 20(1), 95-110.

Ulrich, D., Jick, T., and Von Glinow, MA. (1993). High-impact learning: Building an diffusing learning capability. *Organizational Dynamic*, 52-66.

Ussahawanitchakit.P. (2005). Effects of E-Commerce on expert marketing strategy and performance: An empirical study of Thai firms. *Review of Business Research*, 5(3), 46-54.

Whitaker, J., Sunil M., and Krishnan M.S. (2010). Organizational learning and capabilities for onshore and offshore business process outsourcing. *Journal of Management Information Systems*, 27(3), 11-42.

Zahra, S., (2008). The virtuous cycle of discovery and creation of entrepreneurial opportunities. *Strategic Entrepreneurship Journal*, 2, 243-257.

Zahara, S.A. (2012). Organizational learning and entrepreneurship in family firms: Exploring the moderating effect of ownership and cohesion. *Small Business Economic*, 38, 51-65.

Zahra, S., Neubaum, D., and Larrenta, B. (2007). Knowledge sharing and

technological capabilities: The moderating role of family involvement. *Journal of Business Research*, 60, 1070-1079.

Zhou, K.Z., and Li, C.B. (2010). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research*, 63(3), 224-23.

Website:

Ministry of Commerce, Thailand. (2013). [Online]. Available from: http://www.ops3.moc.go.th/infor/menucomth/stru1_export/export_re/report.asp [accessed 14 March 2013].