International Academic Institute for Science and Technology

International Academic Journal of Business Management
Vol. 1, No. 1, 2014, pp. 23-32.

ISSN 2454-2768

International Academic Journal of Business Management

www.iaiest.com

An Empirical Study: Investigating the Relationship between Organizational Learning and Marketing Strategic Capabilities

Darush Varmazyar [1], Fardin Zamani [2]

[1] *Department of Management, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran*

[2] *Department of Management, Esfahan University, Esfahan, Iran*

Abstract

This current research has done to investigate the Relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province. Statistical population in this study is all managers and employees in Industries of detergent material in Kurdistan Province, that number of 438 people by using the Cochran sampling formula and simple random sampling in available was used. Questionnaires were used to collect data, questionnaires used in this study is standard and questionnaire of organizational learning and marketing Strategic capabilities derived from Gill Berm et al. (2012) and Huber (1991). Data were analyzed using statistical software in both descriptive and inferential level and (SEM) structural equation modeling. All Hypotheses in level of 95 percent confidence were confirmed and the results showed that, Organizational Learning on Marketing Strategic Capabilities has affected. The item of Organizational Memory in the first rank and knowledge Explanation in the second rank has located.

Keywords: Organizational Learning, Marketing Strategic Capabilities, Industries of Detergent Material, Knowledge Explanation, Organizational Memory

Introduction:

Learning can be defined as "Any relatively permanent change in behavior that occurs as a result of a direct experience." Grantham says that learning lead to the ability to respond faster, more effective to complex and dynamic environment. Learning and dissemination of information, communication and awareness increases the quality of decision-making in the organization (Nekoeimoghadam and Beheshti; 1981).

In every organization positive development must become habit in this regard; successful companies and organizations for their own purposes have placed special strategies in priority of their economic activities (Shariatmadari, 2007).

There are three stages of learning: cognitive (learning new concepts), behavior (development of new skills and abilities) and performance (work, actually), according to Garvin, organization to use new ideas and new improvement of organizational performance turn them into practical programs ,and five skills needed that include problem solving, gain experience, learn from their experience and history, learn from their experience and history, learn from others and transfer or run (Khanalizadeh et al., 2010).

Organizational learning is the result of two factors: the rapid changes in the environment in which we live and competitive environment in which organizations operate. The purpose of organizational learning is transforming the organization into a learning organization to show different behavior in different situations, learning organizations know as a means to help them raise their performance and better adapt itself to a changing environment. But for enterprises to survive learning speed should be higher than the environmental changes and it further reveals the importance of organizational learning (Farhang, et al., 2010). Organizational learning (OL) is a dynamic process in the creation of new knowledge and its transmission to other people (Liefa et al, 2011).

Research problem

In any organization there is a not farmed potential capability that to make strategic changes in the organization this force can be used good, and the ability serve to led organizational vision and goals and to make the organizational human resource in direction of strategic change, the organization may be aroused and this motivation by appropriate organizational structure to be created through the interaction between the organizational hierarchy, individuals and corporate groups in the organizational process can create relevant links in order to increase organizational performance (Nezam Fateh, 2008).

Understanding of the strategic implementation process is one of the main academic and professional challenges. In the component analysis of implementation, organizational learning as an integral component in a successful strategy emerged. Studies on the relationship between organizational learning design and its impact on strategy in strategy and marketing literature is given. In contrast, the study includes the relationship between the properties of an organizational design more flexible, that including processes between performance and organizational communication and its effect on the development of Marketing Strategic capabilities investigated. Although the analysis of organizational learning has always been the focal point of research in strategic studies, post-1980 by implementation process is classified.

Main Purpose:

To identify the relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

Minor Purposes:

1-To identify the relationship between Organizational Memory and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

2-To identify the relationship between Knowledge Explanation and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

Main Hypothesis:

There is significant relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

Minor Hypotheses:

1-There is significant relationship between Organizational Memory and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

2-There is significant relationship between Knowledge Explanation and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

Review of Literature

Kheiri and Roushani (2013) a study entitled "investigating the mediation role of marketing capabilities in the relationship between strategic orientation and organizational performance: A case study in Bank Melli Iran "have done, in this study causal relationships between strategic orientation, marketing capabilities and organizational performance is evaluated. Although there are evidences of market orientation in existing organizations, but organizations applying adequate understanding of how these assets are to achieve competitive advantage. On the other hand, strategic orientation including innovation-oriented, competitor-oriented, customer-oriented, entrepreneurial orientation, employee orientation and cost orientation as a market orientation supplement, can bring sustainable competitive advantage and excellent performance for the organization.

Strategic orientations do not automatically lead to better performance, but following certain behaviors that affect the performance of the organization. Therefore, the role of marketing capabilities and market orientation as intermediary variables, the relationship between strategic orientation and reinforcing performance is studied. Information needed to test the conceptual model that collected from 226 questionnaires has been achieved from managers of Bank Melli Iran. To test the causal connections between variables in the model, structural equation modeling was used. The results show that there is not a positive effect between entrepreneurial orientation and employee orientation on market orientation in the Bank Melli Iran. But there is a significant relationship between other strategic orientations and

orientation. Also, the performance of the bank in a competitive environment is far under the impact of market orientation and marketing capabilities.

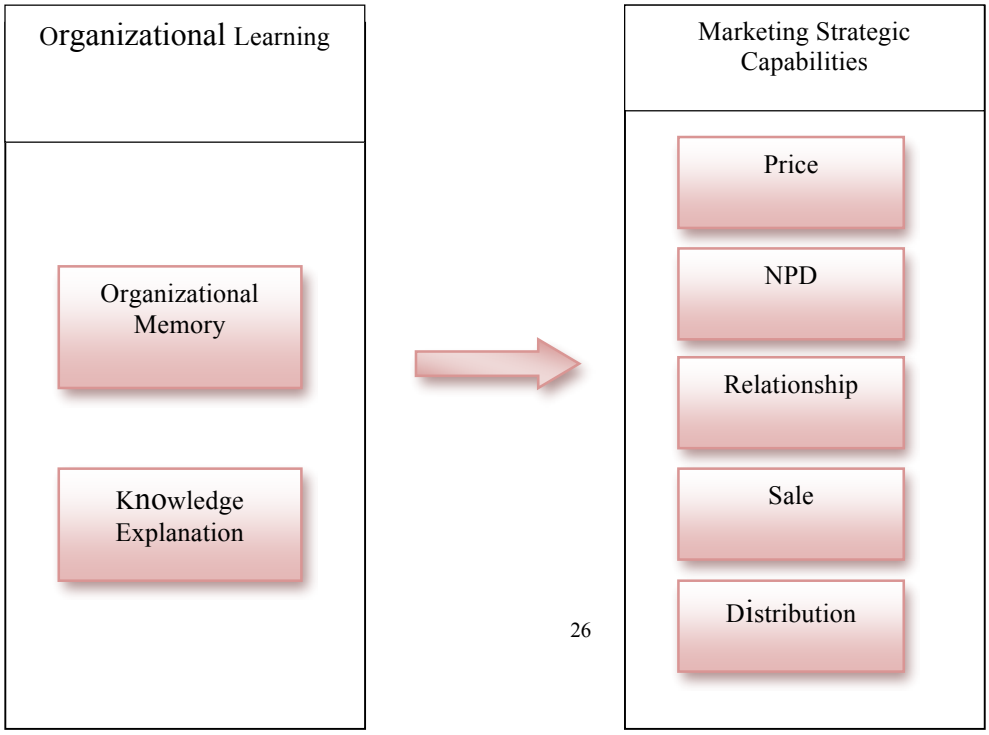
Faze et al., (2015) a study entitled "The impact of marketing capabilities on firm performance implications of small and medium, Case Study: Tehran Hamburger food company" have done. Today, the best performance in the field of marketing, as the primary concern of managers of manufacturing companies has become and managers are trying to take advantage of different techniques to achieve superior performance and marketing capabilities in this regard, a key factor in achieving competitive advantage and superior performance are for the companies. In this study, a review of these factors, the impact of marketing capabilities on the performance of SMEs and their survival was examined using structural equation modeling approach.

After gathering information through questionnaires to examine and analyze information gathered the results show the positive effects of marketing capabilities on the consequences of the function and survival of SMEs.

Morgan Vorie, and Mason (2009) in his research note that their research is focused on market-related capabilities facilitate effective deployment of assets is market-based. This feature is usually associated and market performance and considers factors "market segmentation" individual and the process of creating and implementing a market strategy.

Stein Camp et al., (2006) stated that the ability of marketing known as company's capabilities in fact the company is using this ability to explore customer needs action and your answer through planning in marketing activities, investment and implementation (to invest) offered. To some extent this reflects the ability of a company to use the concept of tacit knowledge about the market and customer needs and the company anticipate and respond quickly to trends superior to surpass competitors and their survival is increased (Dey, 2010) Companies today are looking to improve their performance; for the survival and development is dependent on a good performance. Many factors affect the performance. Factors that more or less can be affected the amount of a company's performance by high or low (Trainor, 2011).

Research Conceptual Model



Source: Gill Berm et al (2012) and Haber (1991).

Research Methodology

The current study in terms of purpose, it is applied research and in terms of method, it is descriptive – correlational research.

Statistical Population

Statistical population in this study is all managers and employees in Industries of detergent material in Kurdistan Province, that number of them is equal to 438 people.

Sample Size and Sampling method

Statistical population in this study is managers and employees in Industries of detergent material in Kurdistan Province, that number of them is equal to 438 people .According to the Cochran sampling formula 205 people of employees as sample size by using the simple random sampling in available were selected.

Research Hypotheses:

Main Hypothesis:

There is significant relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

There is not significant relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H0 : $\rho = 0$

There is significant relationship between Organizational Learning and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H1 : $\rho \neq 0$

Table 1: Results of Pearson correlation coefficient between organizational learning and marketing strategic capabilities

	Marketing Strategic Capabilities	
organizational learning	Pearson correlation coefficient	0.623
	Sig	0.000
	N	205

p <0.01**
According to the above table because the significant level is smaller than 0.05, and the result is that H0 hypothesis is rejected and the hypothesis H1 (hypothesis) that the relationship between organizational learning and marketing Strategic capabilities is acceptable. As can be observed at 95 percent there is a positive and significant relationship between organizational learning and marketing Strategic capabilities and its correlation coefficient is equal to 0.623.

Firs Minor Hypothesis:

There is significant relationship between Organizational Memory and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

There is not significant relationship between Organizational Memory and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H0 : $\rho = 0$

There is significant relationship between Organizational Memory and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H1 : $\rho \neq 0$

Table 2: Results of Pearson correlation coefficient between organizational memory and marketing strategic capabilities

	Marketing Strategic Capabilities	
Organizational Memory	Pearson correlation coefficient	0.865
	Sig	0.000
	N	205

p <0.01**
According to the above table because the significant level is smaller than 0.05, and the result is that H0 hypothesis is rejected and the hypothesis H1 (hypothesis) that the relationship between Organizational

Memory and marketing Strategic capabilities is acceptable. As can be observed at 95 percent there is a positive and significant relationship between Organizational Memory and marketing Strategic capabilities and its correlation coefficient is equal to 0.865.

Second Minor Hypothesis:

There is significant relationship between Knowledge Explanation and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

There is not significant relationship between Knowledge Explanation and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H0 : $\rho = 0$

There is significant relationship between Knowledge Explanation and Marketing Strategic Capabilities in industries of detergent material in Kurdistan Province

H1 : $\rho \neq 0$

Table 3: Results of Pearson correlation coefficient between Knowledge Explanation and marketing strategic capabilities

	Marketing Strategic Capabilities	
Knowledge Explanation	Pearson correlation coefficient	0.724
	Sig	0.000
	N	205

p <0.01**

According to the above table because the significant level is smaller than 0.05, and the result is that H0 hypothesis is rejected and the hypothesis H1 (hypothesis) that the relationship between Knowledge Explanation and marketing Strategic capabilities is acceptable. As can be observed at 95 percent there is a positive and significant relationship between Knowledge Explanation and marketing Strategic capabilities and its correlation coefficient is equal to 0.724

Research Findings:

The conclusion of the hypotheses

Main hypothesis:

The findings of the research main hypothesis show there is a significant correlation between the Organizational learning and marketing Strategic capabilities. Results showed a direct and significant relationship between Organizational learning and marketing Strategic capabilities in in industries of detergent material in Kurdistan Province and the correlation coefficient is equal to 0.623.

First minor hypothesis:

The findings of the research first minor hypothesis show there is a significant correlation between the Organizational Memory and marketing Strategic capabilities. Results showed a direct and significant relationship between Organizational Memory and marketing Strategic capabilities in in industries of detergent material in Kurdistan Province and the correlation coefficient is equal to 0.865.

Second Minor hypothesis:

The findings of the research second minor hypothesis show there is a significant correlation between the Knowledge Explanation and marketing Strategic capabilities. Results showed a direct and significant relationship between Knowledge Explanation and marketing Strategic capabilities in in industries of detergent material in Kurdistan Province and the correlation coefficient is equal to 0.724.

Conclusion

All the research hypotheses were confirmed in this study. The findings show that organizational learning (impact factor 0.636) had an impact on marketing Strategic capabilities. After the Organizational Memory (impact factor 0.708) in the first rank, and knowledge explanation (impact factor 0.310) in second rank are located.

According to the assumptions referred to organizational learning in the present technological environment for organizations (especially industries of detergent material) is mandatory and many organizations are seeking to create new ideas and knowledge. In this regard, the above-mentioned professionals should not attempt to use this knowledge to supply products or new services that customers want, and take steps to create infrastructure that organizational learning is an ongoing process for the purpose of marketing and organizational learning lays the secret of survival of the organization. Due to the fact that marketing experts are of the opinion that organizational learning mechanisms and marketing processes are compatible and the hypothesis confirmed this and results are also given the growing competition between organizations, the approach could play an important role in victory or defeat them. Today's products, processes and new services to create value for employees and customers are known as a major source of competitive advantage. Alone is not an important source of knowledge for the organization.

Knowledge is not for knowledge, but knowledge is important to practice and improve performance. At the heart of the Strategic marketing capabilities should be sought organizational learning, competitive advantage disguise in sustainable organizational learning. On the other hand, as stated Strategic marketing capabilities is considered the heart of modern marketing. And increasing competition, globalization and diversity of needs and demands of customers into local markets and cultural diversity, social marketing capabilities is essential to meet the growing demand in various markets. The new modern marketing, unlike the old attitude that was given to the customer only on three factors: customer-orientation, competitor orientation and the creation and exchange of information between the various units of the organization stressed.

The key role is to create and exchange information and actually is the foundation of customer-orientation and competitor-oriented in organization.

Finally, anything in Strategic marketing capabilities to an organization's success is its ability to organizational learning. The organization is able to better understand the needs of customers and

competitors activities and factors influencing market conditions were awarded and this information is scattered in all levels of the organization, the greater ability to survive in the market will be more competitive.

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