

Influence of Learning Organization on Enterprise Competitiveness and Supply Chain Organization Performance in Manufacturing Enterprises

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Abstract: This paper explores the impact of learning organizations on supply chain performance and firm competitiveness from the perspective of knowledge management and resource base theory. The results of this study show that learning organizations have a direct positive impact on enterprise competitiveness and supply chain performance; learning organizations can indirectly have a positive impact on supply chain performance through the mediating variable of enterprise competitiveness.

Keywords: learning organization, enterprise competitiveness, supply chain performance

1. Background

In the past, the competitive basis of enterprises came from the strategy of product differentiation and cost, but now it has become one of the core competitive advantages of enterprises. How to transform tacit or complex knowledge into inter-organization competitiveness through the learning and sharing of organizations has become the core of supply chain management. Faced with a highly competitive business environment, a significantly shortened product life cycle, information transfer between organizations and the launch of new products at an increasingly fast speed, so that supply chain activities must be more efficient response.

In this paper, learning organization is defined as information sharing between supply chains, common understanding between supply chains and information dissemination within the organization. The operation of these three activities can transform external information into the mechanism of knowledge memory within the organization and improve the competitiveness of enterprises through internal accumulation and storage. This paper studies the correlation between knowledge management and resource-based theory. Enterprise competitiveness is a strategic resource with its unique differences, which cannot be completely imitated and cannot be completely replaced. It is the main source of competitive advantage and contributes to the improvement of supply chain performance.

In this study, entrepreneurship, innovation and learning are used to measure enterprise competitiveness. According to the research findings of resource-based theory, strategic resources contribute to the improvement of supply chain performance. In the past, most research on supply chain performance focused on financial performance. In this study, financial indicators and non-financial indicators were added to discuss the organizational performance of supply chain in a more complete way.

2. Relationship between learning organization and enterprise competitiveness

In the era of knowledge economy management, inter-organizational learning has always been an important topic of enterprise research. Based on the organizational learning procedure proposed in this study, learning organization is defined as three activities: information sharing, common understanding and dissemination of information within the organization related to the partnership with the supply chain organization.

From the perspective of social basis theory, enterprises need to maintain competitive advantages, must grasp valuable information, with imitated and irreplaceable resource characteristics. The competitiveness of enterprise culture is a kind of invisible strategic resource. Developed by sharing and interaction among supply chain members, corporate culture establishes patterns of shared values and beliefs among supply chain members. Competitive culture can be divided into entrepreneurship

orientation, innovation orientation and learning orientation. Entrepreneurial orientation refers to seeking opportunities to enter new markets; Innovation orientation refers to the generation of a new idea, such as the public sharing of new ideas by supply chain members; Learning orientation means that supply chain members are competitive in a dynamic environment. This paper discusses the knowledge sharing behavior of organizations based on social capital theory and holds that social network and goal sharing can enhance knowledge sharing ability. Therefore, this study concludes that the higher the degree of learning organization among supply chain partnerships is, the more beneficial it is to the accumulation of enterprise competitiveness.

The above literature shows that the promotion of learning organization can increase the accumulation of enterprise competitiveness, so the hypothesis of this study is established as follows:

H1: Learning organization has a positive impact on enterprise competitiveness.

3. Relationship between enterprise competitiveness and organizational performance of supply chain

According to the resource-based theory, enterprise competitiveness is a strategic resource. Weak enterprises have special and unique resources, or their capabilities intersect with other companies, so they will have better organizational performance. Enterprise competitiveness has entrepreneurship orientation, innovation orientation and learning orientation, and is developed in combination. Based on the basic theory, Henri (2006) studied 383 Canadian manufacturing companies to explore whether enterprise resources can improve performance. The results show that resource capability includes market orientation, industry orientation, innovation orientation and organizational learning ability, which has a positive impact on firm performance. Hult et al (2007) continues Hult et al. (2002) 's research based on the resource-based theory, the research object is 201 manufacturers, and discusses the impact of organizational cultural competitiveness and knowledge sharing on performance. The results show that both have a positive impact on performance.

As can be seen from the review of the above literature, past empirical studies have shown that enterprise competitiveness has a positive impact on performance. Because enterprise competitiveness has the characteristics of value, scarcity, complete replication and substitution of strategic resources, it can help maintain competitive advantages and improve organizational performance of supply chain. Therefore, the hypothesis of this study is established as follows:

H2: Enterprise competitiveness has a positive impact on organizational performance of supply chain.

H2-1: Enterprise competitiveness has a positive impact on relationship performance.

H2-2: Enterprise competitiveness has a positive impact on financial performance.

4. Relationship between learning organization and supply chain organization performance

Supply chain learning organization and partnership sharing information have the meaning of common understanding of information, and then the common understanding of information to the staff of each enterprise in the supply chain, so as to form supply chain memory; Through close cooperation with partners, we can reduce each other's inventory and eliminate unnecessary costs, provide products that better meet customers' needs and provide users with better solutions. Learning organizations can increase more efficient responses, improve problem solving among members, and provide mutually satisfactory solutions.

At present, most research on organizational performance of supply chain focus on financial or non-financial aspects. In order to fully measure supply chain performance and relationship performance, non-financial indicators and financial indicators are used to measure relationship performance. In the past, relevant literature on measuring relationship performance can be divided into two categories: one is to evaluate relationship performance by subjective indicators; The other is to consider the objective indicators, so the subjective and objective indicators are used to jointly evaluate. Scholars who measure subjective indicators believe that quantitative performance indicators are difficult to track due to the confidentiality of interviewees' data and the limitation of inter-company accounting processing operations. This study uses subjective indicators to measure relationship performance.

According to the above literature, learning organization can improve the organizational performance of supply chain. Therefore, the hypothesis of this study is established as follows:

H3: Learning organization has a positive impact on organizational performance of supply chain.

H3-1: Learning organization has a positive impact on relationship performance.

H3-2: Learning organization has a positive impact on financial performance.

5. Discussion

The data collected in this study mainly come from questionnaire survey.

Each variable Pearson correlation coefficient are shown in table 1, by the variable information sharing, mutual understanding, the relevance of the information spread, enterprise competitiveness, the relationship between performance and financial, performance have a significant relationship exists, and the learning organization composed of three aspects: information sharing, mutual understanding, information dissemination to the enterprise competitiveness, as well as the relationship between performance have a significant relationship, It shows that the enterprise competitiveness of learning organization is directly related to and indirectly related to relationship performance. Therefore, the analysis conclusion will be helpful for empirical analysis of follow-up research.

Table 1: Pearson correlation coefficient analysis

Variable dimension	IS	JI	ID	CC	RP	FPR
Information Sharing (IS)	1.000					
Common Understanding (JI)	0.646***	1.000				
Information Dissemination (ID)	0.586***	0.656***	1.000			
Enterprise Competitiveness (CC)	0.349***	0.451***	0.429***	1.000		
Relationship Performance (RP)	0.394***	0.457***	0.372**	0.549***	1.000	
Profitability (FPR)	0.097	0.190**	0.011	-0.022	-0.002	1.000

Hybrid path model analysis

This study uses structural equation modeling to analyze the study of learning organization, enterprise competitiveness, supply chain organizational performance.

Table 2: Mixed path coefficient

Relationship between variables	Path coefficient	hypothesis	Verification result
Learning Organization → Enterprise Competitiveness	0.613***	H1	valid
Enterprise competitiveness → relational performance	0.598***	H2-1	valid
Enterprise competitiveness → financial performance	-0.129	H2-2	Not valid
Learning Organization → Relationship Performance (Direct Effect)	0.230*	H3-1	valid
Learning Organization → Financial Performance (Direct Effect)	0.179	H3-2	Not valid

*** is 1% significant level ** 5% significant levels * 10% significant

Table 3: Direct and indirect effects of learning organization on supply chain organizational performance

Relationship between variables	Total effect	Direct effect	Indirect effect
Learning Organization → Relationship Performance	0.597		
Learning Organization → Relationship Performance		0.230	
Learning Organization → Enterprise Competitiveness → Relationship Performance			0.367

6. Conclusions and Recommendations

Learning organizations have a significant impact on firm competitiveness, i.e., the higher the degree of inter-organizational learning, the higher the competitiveness. The empirical results of this study show that learning organizations contribute to competitiveness.

Corporate competitiveness has a significant effect on relational performance. The more significant the support for corporate competitiveness, the higher the overall satisfaction of organization members with relational performance.

Learning organization has a significant effect on relationship performance, i.e., the higher the level of organizational learning organization, the better the relationship performance.

This study suggests that the follow-up study can consider the impact of changes in the external environment on the model variables, which can be explored for different regions and industries in the future. From the perspective of knowledge management, this study explores possible mediating variables between learning organizations and supply chain organizational performance. Subsequent studies can explore other different perspectives to provide further research on the relationship between learning organizations and supply chain organizational performance.

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