

Organizational learning, knowledge management capability and organizational innovation performance: Basis for learning organizational framework

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Abstract

The paper described the effect of the organizational learning, Management Capability, and organizational innovation performance, which will improve Organizational Innovation Performance in innovative enterprises. Specifically, this study determined the organizational learning in terms of commitment to learning, shared vision, open-mindedness; assessed the Knowledge Management Capability in terms of Knowledge acquisition ability, Knowledge transformation ability and Knowledge application ability; describe the organizational innovation performance of the firms in terms of Management innovation performance, Technological innovation performance, Product innovation performance; examined the significant relationship of the organizational learning, Management Capability, and organizational innovation performance; Based on the result develop a learning organizational framework. This paper analyzed the results of in-depth interviews with the employees and managers of Innovative enterprise, and the data gathered through the questionnaires. It utilized the quantitative analysis methods to conduct multivariate statistical analysis based on SPSS software on the data content of the questionnaire feedback, including descriptive analysis, correlation analysis and regression analysis, and organically combined the quantitative analysis results to form a learning organizational framework. Results of the study revealed that that there is an important relationship between Organizational Learning, Knowledge Management Capability and Organizational Innovation Performance, and showed that the better organizational learning, the better Knowledge management capability, and that the better organizational learning, the better organizational innovation performance. There is a significant relationship between knowledge management capability and organizational innovation performance, indicating that the better knowledge management capability, the greater the organizational innovation performance.

Keywords: organizational learning, knowledge management capability, organizational innovation performance, science and technology innovative enterprise in China, learning organizational framework

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1. Introduction

Innovation is the primary driving force for development and a crucial element in promoting the progress of a country and a nation. It represents the spirits of advancement and change. It represents the spirit of advancement and change, which are indispensable for both a nation and enterprise. Innovation is synonymous with development, and the outcomes it brings, combined with the concept of innovation itself, have gradually given rise to the notion of innovation performance. Innovation performance is commonly used to assess the innovation activities of an enterprise. The innovation performance of an enterprise can be reflected by measuring factors such as the number of patents it creates.

The age of knowledge economy in the 21st century. In this era, organizational learning is regarded as the cornerstone of knowledge, innovation is the inevitable way for organizations to acquire knowledge (Wang Liping and Di Fanli, 2017). Organizational learning is the process of improving employee quality and organizational efficiency through the dissemination of knowledge and information, enabling enterprises to better adapt to changing environments and enhance competitive advantage. At the same time, knowledge management ability is one of the key factors to enhance the technological innovation ability of enterprises (Liu Erli and Song Yanan, 2023). It further enhances the core competitiveness of enterprises and improves the performance of technological innovation. The goal of knowledge management is to collect and apply knowledge purposefully, give full play to the role of knowledge in promoting the development of enterprises, and achieve good knowledge creation effects (Yu Dengke and Zhang Wanjun, 2022).

Sun Yan (2019) pointed out on the basis of referring to existing achievements, Knowledge management ability embodies the interaction between organizational knowledge and organizational behavior, individual knowledge and individual behavior. Through the feedback link between knowledge and behavior, enterprises can effectively develop new knowledge and make full use of their knowledge resources. In recent years, in the context of the rapid development of global science and technology and the Internet economy, innovative enterprises have become the main driving force of China's independent innovation ability and play an important role in promoting national economic growth and social harmony and stability. This paper selects representative innovative enterprises as research objects, aiming to explore the relationship between organizational learning, knowledge management and innovation performance, so as to help enterprises transform acquired knowledge into innovation ability. Ensure the life cycle continuity of the enterprise (Cao Qinglou, Liu Simeng, Shen Yang & Jiang Taiyuan, 2018). By taking knowledge management as the intermediary variable, this paper analyzes the relationship between organizational learning and enterprise innovation performance, which is helpful for enterprises to understand the significance of organizational learning and knowledge management and find their own problems and shortcomings in these two aspects fully and accurately. The purpose of this study is to guide enterprises scientifically, improve innovation performance actively and effectively, promote enterprises to continue innovation, and enhance competitiveness.

Objectives of the Study - This study aims to examine the organizational learning, Management Capability, and organizational innovation performance. Specifically, the thesis aims to: Determine the organizational learning in terms of commitment to learning, shared vision, open-mindedness; Assess the Knowledge Management Capability in terms of Knowledge acquisition ability, Knowledge transformation ability and Knowledge application ability; describe the organizational innovation performance of the firm in terms of Management innovation performance, Technological innovation performance, Product innovation performance; examine the significant relationship of the organizational learning, Management Capability, and organizational innovation performance; Based on the result, propose learning organizational framework for Innovative Enterprise .

2. Methods

Research Design - this study used a descriptive research design. The core of descriptive research lies in the collection of actual observed data or existing data of phenomena, and the collation and summary of them (Babbie, 2016). Through in-depth interviews with managers and employees of innovative enterprises, we analyzed the interview results to determine the direction and scope of the questionnaire survey and form the final questionnaire theme. We chose the online questionnaire platform "wen juan star" as the tool for questionnaire distribution and data collection. In the data analysis stage, descriptive statistical analysis methods, such as frequency distribution, mean, standard deviation and percentage, were mainly used to summarize and interpret the collected data (Zook, & Pearce, 2018). These analysis methods can describe the central trend, the degree of dispersion and the distribution of variables. This research focuses on the descriptive analysis of organizational learning, knowledge management ability and innovation performance to explore the relationship between them, and finally establish an organizational learning framework.

Participants of the Study - A total of 330 questionnaires were sent out through the Internet, and 308 valid questionnaires were recovered. Because the author is located in Hefei, Anhui province, the innovative enterprises studied are mainly concentrated in Hefei, Anhui province, and the investigation objects are the managers and employees of these enterprises. The selection criteria of the respondents were to randomly select 6 innovative enterprises in Hefei City, each company randomly selected 55 employees. As an important member of the integrated development of the Yangtze River Delta, Hefei has a rapid economic development and attaches great importance to the development of enterprise innovation. Therefore, it is typical and representative to study the innovation performance of enterprises in this region.

Data Gathering Instrument - The study used a modified survey instrument to collect the information needed to meet the objectives of the study. The first part introduces the interviewees according to their gender, age, educational background, educational background, job title, and company size. The second part focuses on organizational learning. The organizational learning scale designed by Zhong Sumei (2017), Li Jingxia (2019), Liang Taike (2020) is mainly used to measure organizational learning, which involves three dimensions: Commitment to Learning, shared vision and open-mindedness. A total of 15 measurement indicators. The content reflects the attitude and desire of managers and employees towards organizational learning; Whether they have a clear understanding of the motivation and goal of learning, whether they recognize the importance of learning to the development of individuals and organizations, how much managers and employees agree with the vision of the organization, whether they clearly understand the long-term goal and vision of the organization, and whether they show flexibility and openness in communication and cooperation, organizational learning is the explanatory variable of this study. This paper mainly examines the influence of organizational learning on knowledge management ability and organizational innovation performance.

The third part is knowledge management ability. The measurement of knowledge management ability mainly refers to the studies of Liu Jinzhi (2017), Zhu Jianming and DingYingying (2017), Xu Weixiang, Jiang Weisai (2016) and others, including three dimensions of knowledge acquisition, knowledge transformation and knowledge application, with a total of 15 measurement indicators. Its content is mainly embodied in understanding the tools and techniques used by managers and employees when acquiring new knowledge, examining their ability to share and exchange knowledge in teams, whether they can promote knowledge sharing and cooperation, and assessing their ability to apply knowledge to solve problems in actual work scenarios. Knowledge management ability is the explanatory variable of this study. This paper mainly examines the influence of knowledge management ability on innovation performance.

The fourth part is the questionnaire of organizational innovation performance. Organizational innovation performance is measured by the organizational innovation performance scale compiled by Liang Taike (2022) and (2021). After modification, three dimensions of management innovation performance, technological innovation performance and product innovation performance are retained, with a total of 15 measurement

indicators. Its content mainly shows whether managers can develop a clear innovation strategy and match it with the overall goals and vision of the organization, whether employees have the ability to quickly learn and adapt to new knowledge and skills to support technology and product innovation, the company's new product development capability, the market share and penetration rate of new products, etc. Respondents were asked to judge the extent to which each measurement item corresponded to the actual situation in the organization. "1" means "strongly disagree", "2" means "disagree", "3" means "agree", and "4" means "strongly agree". The revised questionnaire was verified by experts and tested for reliability.

Data Gathering Procedure - First, according to the research purpose and questions, the preliminary questionnaire design scheme was developed. Then, through literature analysis and integration of expert opinions, the structure and language expression of the questionnaire were improved under the guidance of tutors. Eight experts were invited to predict the questionnaire, their feedback was collected, and the questionnaire design was further improved. After the questionnaire modification, a small-scale pre-test was conducted to evaluate the reliability of the questionnaire. After the pre-test, we verified the reliability of each variable and found that the Cronbach's α and CR values were both greater than 0.8, indicating that the scale had good reliability. After the questionnaire modification and optimization was completed, the final questionnaire was confirmed. To ensure that it conforms to the research purpose and question, and has good credibility and validity, prepare a letter of intent, clarify the research purpose, confidentiality measures and data use methods, and solicit the consent of the respondents to participate in the survey. Finally, select the appropriate questionnaire distribution platform or send the pre-survey questionnaire to the target respondents through other means, so that they can easily fill in the questionnaire.

Ethical Considerations - Ethical considerations are fully taken into account in this study. Prior to the study, we obtained informed consent from the subjects and provided a request letter to participate in the study. Before starting data collection, the researchers detail the purpose of the study, its content, and the risks and benefits that may be involved. Only after obtaining the explicit informed consent of the subject should the study continue. Subjects were informed that they had the right to participate voluntarily in the study and were free to opt out without suffering any adverse consequences. All data collected is anonymized and strictly confidential. This study uses secure data storage and transmission methods to ensure that personally identifiable and sensitive information is properly protected from unauthorized access or disclosure, and that questions that may invade subjects' privacy or make them feel uncomfortable are avoided during the questionnaire design and interview process. Ensure that the rights and interests of study participants are not compromised and that their safety and security are guaranteed to the maximum extent possible.

Data Analysis - This study employs a range of statistical tools to analyze, encode, and interpret the data in order to achieve the research objectives. Firstly, descriptive statistical analysis, including frequency distribution and weighted average, is conducted to provide an overview of the relevant variables and understand their distribution patterns and overall trends. Secondly, analysis of variance is employed to examine the significance of differences among sample means, allowing for the assessment of variable variations under different conditions. Subsequently, Pearson correlation analysis is utilized to validate the relationships between variables, serving as a preliminary basis for subsequent regression analysis. Finally, multiple regression analysis is applied to empirically examine the impact of organizational learning on organizational innovation performance, assessing the specific degree of influence by examining the coefficients and significance levels of each variable. SPSS statistical software is utilized throughout the data processing and analysis stages to ensure the accuracy and reliability of the findings.

3. Results and Discussion

Organizational Learning - The summary assessment of Organizational Learning. The Grand Composite Mean is 3.36, indicating that the various indicators are strongly consistent. Learning commitment ranked first among respondents, with a composite mean of 3.35. The survey of respondents shows the importance of learning

commitment in organizational management. Learning commitment refers to the commitment and support of an enterprise to the learning and development of its employees. It reflects the importance and concern of the enterprise to the learning of employees, indicating that the enterprise is willing to invest resources and provide opportunities to promote the learning of employees, improve their ability and quality, so as to achieve the enterprise goals and long-term development. Only when an enterprise has a good learning commitment can its employees be encouraged to continuously learn new skills and knowledge, so as to better play the role of complementary assets of the enterprise, thus enhancing the dynamic capability of technological innovation and improving the performance of technological innovation of the enterprise (Cui Hailong, 2022). The learning commitment of enterprises can stimulate the learning motivation of employees and improve their learning willingness and enthusiasm. When employees actively learn and apply what they learn to their work, the learning ability and innovation of the entire organization will also be enhanced, promoting the development of organizational learning (Xie Jinwei, 2020).

Among the respondents, open mind ranked second with a weighted average score of 3.35. Open mind refers to an open, flexible and inclusive attitude and mentality in organizational culture and management style. It emphasizes encouraging and supporting employees to show an open mind within the enterprise, and establishing a corresponding system and environment to promote innovation, learning and adaptability. Only when an enterprise maintains an open mind, is inclusive, has the courage to accept and acknowledge different and even strange opinions, and creates an open organizational atmosphere, can it be conducive to technological innovation of the enterprise and adapt to changes in the environment. To achieve better technological innovation performance (Lu Min, 2021).

Among the factors influencing organizational learning, vision sharing ranks third, with an average score of 3.32. Shared vision promotes the circulation of key resources, information and knowledge within the organization, and helps leaders to utilize valuable ideas. Breaking out creative methods of how to use resources to create new knowledge (Strese, S., Keller, M., Flatten, T. C., & Brettel, M, 2018), and Strese, S. Similarly, et al. Zhou Zunmao (2021) indicated that The existence of shared vision promotes the flow of resources, information and knowledge in various departments and improves the utilization efficiency. It promotes collaboration and teamwork among employees, enabling them to support each other, work together and pursue common goals (Shan Biaoan, Li Yang, Ma Jing, & Li Jiabin,2020). Most importantly, a shared vision is critical to the performance of a business because it closely aligns the individual goals of employees with the overall goals of the business, enabling employees to be more motivated and capable of contributing to the long-term success of the business (Nambisan, S, 2017). As a result, the shared vision forms a good symbiotic relationship between employees and the business, laying a solid foundation.

Knowledge Management Capability - The summary assessment of Knowledge Management Capability. The grand composite mean is 3.42, indicating that the various indicators are strongly consistent. Knowledge acquisition ranked first, with a weighted average score of 3.42. It can be seen that respondents believe that knowledge acquisition ability plays an important role in knowledge management. In the enterprise, knowledge is the key element to obtain the position in the industry. By promoting the absorption, transformation and application of knowledge, enterprises can transfer it to department members, especially when the transferred knowledge is related to the existing knowledge, the learning effect is the best. This kind of effective knowledge transfer can stimulate employees to create and apply knowledge, thus improving the performance of enterprises. In an environment where data-driven value creation is the core, knowledge management capability is defined as an enterprise management capability. Knowledge acquisition capability refers to the ability of enterprises to acquire, transform and apply new knowledge (Den Hertog, 2019). Knowledge acquisition is an important link in knowledge management.

Knowledge acquisition capability involves searching, identifying, and absorbing potentially valuable knowledge inside and outside the organization and transforming it into a manifest form for easy sharing and application within the organization. Knowledge acquisition capabilities play an important role in the operation of

enterprises, including the acquisition of relevant knowledge and ideas for innovative activities. According to (Jiang weisai 2016), knowledge and ideas can be acquired through or from various channels, the most common sources being customers, suppliers, universities, competitors and strategic alliances. According to relevant scholars, knowledge acquisition mainly includes three motivations. First, rapid technological change and Changing customer behavior leads to insufficient knowledge within the enterprise. Second, A wide variety of businesses generate technical knowledge and novel ideas (Ayavoo, 2020). Finally, it is important to note that the increased complexity of knowledge contained in today's technologies reduces the ability of firms to develop new products and services on their own (Cao Chang et al., 2020) Knowledge acquisition means broadening access to knowledge.

Enterprises can improve knowledge acquisition capabilities, there are several benefits. First, by actively acquiring new knowledge and information, enterprises are able to maintain an edge in a highly competitive market. Understanding industry trends, market needs, and the dynamics of competitors helps companies adjust their strategies, products, and services in a timely manner to meet customer needs and stand out. Secondly, enterprises can enhance the ability of knowledge acquisition through training, learning opportunities and knowledge sharing to stimulate the enthusiasm of employees to learn, improve their professional quality and ability level, so as to improve the performance of the overall team and organization. In addition, the modern business environment changes rapidly, and companies need to constantly adapt to new technologies, markets, and regulations. By actively acquiring knowledge, companies can understand and adapt to changes in a timely manner and avoid obsolescence (Ren Huifeng, & Delot. 2020).

Knowledge application ability refers to the application of knowledge, theory and experience mastered by a person or organization into practical work and business. The ability to solve problems, create value, and achieve goals (Liu, et al., 2023). It requires the ability to combine abstract knowledge and theory with concrete practical situations, to translate knowledge into practical actions and problem-solving methods. Enterprises can establish a systematic knowledge management system, including knowledge collection, collation, storage and sharing. Enterprises can also achieve this through internal documents, databases, online collaboration platforms, etc., so that knowledge can be orderly managed and widely applied. Companies can also provide training and learning opportunities for employees to upgrade their professional knowledge and skills. Training content can include industry knowledge, market trends, best practices, etc.

Through continuous learning and updating of knowledge, employees can better apply knowledge to solve problems. In addition, a continuous feedback and learning mechanism can be established to continuously improve and optimize the application of knowledge through evaluation and reflection on practical application (Singho Ayavoo ,2022). This can be achieved through project evaluation, performance appraisal, experience summary and other ways to promote the continuous improvement of knowledge application. Among the factors affecting organizational learning, Knowledge Transformation Ability ranked third in the respondents' survey. If companies do not provide channels and means of release, acquired knowledge and prior knowledge may remain in the mind (Anand et al., 2018).

Therefore, the role of enterprises is to promote the use of various means to transform knowledge so that it can be used in other departments of the organization. In the process of knowledge transformation, the internal transfer and sharing of knowledge acquired by employees is the key process of innovation activities. In this process, the personnel and information technology of the enterprise play an important role. There are two main strategies for sharing and transferring internal and external knowledge, namely "codification strategy" and "personalization strategy". As mentioned above, it is almost impossible to transfer and share all the acquired knowledge (Haider, et al., 2020). First, the process takes a lot of time for employees. Second, transferring and sharing all the knowledge gained is inefficient, because employees' cognitive abilities will be saturated by the amount of knowledge shared. Therefore, the enterprise should expand the knowledge base and the thought base, the more knowledge and ideas available in the enterprise, the more likely its employees will use this knowledge in innovative activities. Second, it can increase the possibility of establishing new associations and combinations

between different expertise (Chen, 2021).

Organizational Innovation Performance of the Firm - The summary assessment of Organizational Innovation Performance. The comprehensive average is 3.39, indicating that the various indicators are strongly consistent. Among them, Management Innovation Performance ranked first with a grand composite mean of 3.39. It can be seen that respondents believe that management performance plays an important role in innovation performance. Domestic and foreign scholars have conducted many studies on innovation performance, but the application scope of enterprise innovation performance is larger, and scholars have different views on its definition based on different research perspectives. Han Guanghe & Li Siqu (2023) believe that innovation performance is to benefit the organization in all aspects through innovation activities, and to apply new knowledge and technologies acquired in different ways to products and services. Then improve the process flow, update the organization management method.

Lower-order innovation performance is mainly related to the innovation of specific technologies, products and services. Because of its quantifiable characteristics, it has been studied by most researchers at present. High-level innovation performance includes not only the performance of low-level innovation, but also the performance generated by a series of innovative behaviors and activity paths occurring in an organization (Li Lin et al., (2022)). Management innovation can improve the efficiency and effectiveness of an organization's internal operations (Gao Qingliang, 2020). Through the implementation of management innovation, many enterprises have successfully improved their productivity and competitiveness, and improved their innovation performance. Through empirical studies, Qu Rujie et al. (2017) found that employees' role in management innovation practices is affected by the external environment. When the external world has a high evaluation of enterprise management innovation, employees' pride in enterprise management practices will be enhanced, and thus their acceptance of management innovation will be improved. The innovation of enterprise management system is mainly affected by the thinking of managers, the creative play of employees, the rationality of system structure and other factors. In terms of system implementation, the key to the innovation of enterprise management system is to have a certain material basis, establish corresponding supervision and incentive mechanism, and apply flexible management methods (Chege, et al., 2020).

Technological innovation performance ranked second in the respondents' data, with an average score of 3.34. Technological innovation is the key to the formation of an enterprise's core competitiveness, which is mainly reflected in frontier knowledge, technology mastery and ability accumulation. The innovative knowledge and technical capabilities of new knowledge, new methods, new materials and new technologies formed in the process of R&D will be conducive to the development, expansion and growth of innovative enterprises (Yuan Tianli & Yuan Jinze,2023).

The influence of internal factors on the innovation efficiency of innovative enterprises can be divided into the following aspects: In terms of property right nature and enterprise scale, for example, (Sun Yutong, 2022) believes that foreign-funded enterprises have the highest technological innovation efficiency while state-owned enterprises have the lowest, and small enterprises have higher technological innovation efficiency than large enterprises. Secondly, the influence of external environment on innovation efficiency of innovative enterprises mainly includes tax incentives. For example (Zhang Junrui, Chen Yixin & Wang Fangjun.(2016)), it is found that the R&D expense deduction policy has not significantly improved the innovation efficiency of innovative enterprises. innovative products should be market-oriented, increase R&D strength, establish technological innovation teams, establish efficient and responsive production and operation management systems, and increase product technology content. Improve market share and service quality, make new contributions to large-scale and industrial development, form new industries, and create greater economic and social benefits (Chen Sisi, 2021).

In the respondents' evaluation, Product Innovation Performance scored 3.34 on average, ranking third. Product innovation refers to the process of introducing new or improving existing products or services to meet market demands and customer expectations. It involves the whole process of designing, developing, producing

and launching new products or services. However, scholars at home and abroad have not reached a unanimous conclusion on the definition of product innovation. For example, Guo Haoya et al. (2022) believe that the artistic creation of product innovation enterprises in the process of developing new products can bring competitive advantages to enterprises. Wang Fengzheng et al. (2018) believe that product innovation is to design more beautiful new products through new technologies, and product innovation is to improve the ability of products or services and meet the needs of customers or the market.

This requires enterprises to improve technology, raw materials, equipment or other key factors, and be able to skillfully apply new knowledge. product innovation has the following characteristics: (1) Innovation: Product innovation is the improvement of existing products or services or the introduction of new products or services process. It emphasizes unique creativity and novel ideas to meet market needs and customer expectations. (2) Add value: The goal of product innovation is to bring greater value to customers by improving product performance, function, quality, design or user experience. Innovative products can meet new needs of customers, solve problems or provide better solutions. (3) Competitive advantage: Product innovation can bring competitive advantage to enterprises. By constantly improving and innovating products, enterprises can differentiate themselves from competitors in the market, attract more customers and gain market share. (4) Risks and uncertainties: Product innovation involves a certain degree of risk and uncertainty. In addition, product innovation may face challenges such as technical difficulties and uncertain market acceptance (Chen, L., Zhang, P., Li, S., & Turner, S. F., 2022). Therefore, adequate market research and technical evaluation are required to reduce risks and increase the likelihood of success.

Relationship Between Organizational Learning and Knowledge Management Capability

The relationship between organizational learning and knowledge management, and analyzes the relationship between learning commitment, shared vision, open mind and knowledge management in organizational learning. the computed r-values ranging from 0.541 to 0.785 indicate a moderate to strong direct relationship among sub variables of organizational learning and knowledge management capability. There was a statistically significant relationship between organizational learning and knowledge management capability because the obtained p-values were less than 0.01, The positive effect of organizational learning on knowledge management of respondents is confirmed, which is consistent with the conclusion of previous studies. Organizational learning and knowledge management are two closely related variables.

Generally speaking, the higher the degree of organizational learning of enterprises, the more enterprises will pay attention to knowledge management, so organizational learning can effectively promote knowledge management of enterprises. (Hanaysha, 2016). pointed out that organizational learning has a significant positive impact on knowledge management. The research of Lin Runhui (2017) also shows that organizational learning has a positive effect on the knowledge management ability of enterprises. Cui (2022) pointed out that knowledge management and organizational learning are two complementary processes. In the process of organizational learning, only through knowledge management can knowledge acquired from learning be effectively transformed into enterprise performance, and the process of knowledge management cannot be separated from organizational learning.

All dimensions of organizational learning have positive effects on knowledge management, indicating that any dimension of organizational learning can promote knowledge management of enterprises. Learning commitment is an attitude of actively committing and continuously pursuing learning and development. When team members uphold the learning commitment in knowledge management, they are more willing to actively seek new knowledge and information, continue to learn and explore. To improve their knowledge and skills. This proactive learning attitude helps team members accumulate and update knowledge, and provides continuous motivation and resources for knowledge management. When team members have learning commitment, they are more inclined to share their learning experiences, experiences and insights, and conduct knowledge exchange and cooperation with team members.

This kind of active knowledge sharing and exchange helps to strengthen the team's knowledge sharing and collaborative learning, and improve the knowledge management level of the whole team. When team members are committed to learning, they constantly reflect and examine the process and results of knowledge management and look for opportunities and ways to improve. They will explore new knowledge management tools and techniques and try new methods and strategies to drive continuous progress and innovation in knowledge management. A shared vision is a clear goal or vision that is shared and pursued by a team, organization or community. It is a common recognition of the ideal state of the future and the direction of common efforts. Common vision is not only a simple goal, but also a concept or mission with incentive and cohesion, which can stimulate people's enthusiasm and motivation, and guide their actions and decisions. Common vision has a strong role in promoting knowledge management, which means that the stronger the common vision, the better the knowledge management.

According to the data results, open mind also has a strong promotion effect on knowledge management, and open mind encourages the acceptance of diversity, including different perspectives, experiences and knowledge. In knowledge management, different people have different expertise, skills and experiences, and an open mind can help team members understand and respect these differences. It encourages team members to listen to the perspectives and experiences of others, learn from them and actively absorb new knowledge. By embracing diversity, open minds provides a broader and more holistic perspective on knowledge management.

Relationship Between Organizational Learning and Organizational Innovation Performance

The relationship between organizational learning and innovation performance, And analyzed the relationship between organizational learning commitment, shared vision, open mind and organizational innovation performance in learning, the computed r-values ranging from 0.554 to 0.826 indicate a moderate to strong direct relationship among sub variables of organizational learning and knowledge management capability, And p-values were less than 0.01, Corporate organizational learning has a positive impact on innovation performance, This is consistent with the conclusions of the existing studies, Organizational learning and innovation performance are two very closely related variables, in general, The higher the organizational learning level of the enterprise.

The stronger the innovation and competitiveness, Thus, organizational learning can effectively promote the innovation performance of enterprises, In consistent with previous studies, Bhatia, et al., (2021) Through a large number of empirical research, It is believed that organizational learning can explain and remember market information more effectively in a longer time span to improve the performance of enterprises. Lui (2022) proved that the organizational learning can promote the relationship between organizational learning and performance on both innovation performance and financial performance. Organizational learning dimension of the positive influence of innovation performance are established, organizational learning any dimension can promote enterprise innovation performance, learning commitment as an important part of organizational learning, also has a very important influence on innovation performance, it represents the enterprise initiative to acquire knowledge and transform knowledge of an atmosphere.

The shared vision in organizational learning has a significant positive impact on innovation performance. It aims to emphasize the extent to which members and departments at all levels reach a consensus on the strategic planning, development goals and corporate culture of the enterprise. If the senior managers of the enterprise are willing and diligent in sharing the future vision of the company with the grass-roots employees, the employees will have a clearer understanding of the enterprise positioning and development planning, and also strengthen the sense of responsibility of the employees, so that all employees involved in the development of the enterprise can work together for the common goal.

As an important part of organizational learning, open mind has a significant positive impact on innovation performance. Open mind requires enterprises to break the rut, invariable thinking, get rid of the shackles of the past commonly used and familiar ways, boldly think creatively, and accept new ideas. First of all, enterprise

managers need to have an open mind. They should often encourage employees to expand divergent thinking, guide them to think about problems from multiple angles, pay attention to the problems raised by employees, and often discuss and share successful or failed events to learn lessons. In this way, mistakes at the strategic and practical levels of the enterprise can be corrected in time. Promote better and faster development of enterprises. By analyzing the relationship between organizational learning and innovation performance.

Knowledge sharing and cross-departmental cooperation promote knowledge flow and collaboration between different teams and departments, promote the integration of expertise and experience in different fields, provide diversified viewpoints and innovation inspiration for product innovation, market orientation and customer feedback enable organizations to have a deep understanding of market needs and customer expectations, so as to timely adjust and optimize product innovation strategies. Provide innovative products that meet market needs.

Relationship Between Knowledge Management Capability and Organizational Innovation Performance

The relationship between knowledge management ability and innovation performance, and analyzes the relationship between knowledge acquisition ability, knowledge transformation ability, knowledge application ability of knowledge management ability and organizational innovation performance. The computed r-values range from 0.562 to 0.727. Indicate a moderate to strong direct relationship among sub variables of organizational learning and knowledge management capability, And p-values were less than 0.01, knowledge management capability has a positive impact on organizational innovation performance. This is consistent with previous studies (Zhang, 2021), which pointed out that the enhancement of knowledge management can improve innovation performance. Wang (2022) pointed out that in the era of knowledge economy, the development of all industries cannot be separated from knowledge management and the collection, integration and utilization of information and knowledge.

The competition between enterprises is no longer the competition of core products, but the competition of core knowledge and ability. As an enterprise, if knowledge management can be effectively implemented, an intelligent team will be formed within the company. The existence of this team can not only enable the senior managers of the enterprise to make decisions more effectively, but also help the employees of the enterprise to carry out their work more effectively, thus promoting the performance of the enterprise. The key to innovation activities is the application of new knowledge to commercialization and the creation of technology-based SME value. Enterprise innovation activity means the process of members contributing implicit technology and knowledge to create and confirm new products, and the knowledge gained by individuals in the innovation process will be spread to different departments and even different organizations.

Therefore, knowledge management is one of the main forms to reduce uncertainty when reforming the technological system (Wang, 2022). Enterprises through active cooperation with external partners, continuous technical monitoring and market research, and through internal staff training and learning to continuously improve the level of knowledge, so as to obtain a wealth of industry knowledge and cutting-edge technology information. Knowledge transfer is the process in which knowledge flows from high potential energy to low potential energy, and knowledge bodies with low potential energy can acquire more knowledge through external inter-organizational learning (Liao, et al., 2017), which is the premise for the improvement of knowledge management and the basis for the increase of innovation performance. In addition, knowledge transfer ability also has a positive impact on the productivity of knowledge workers. With the benefits of knowledge transfer, employees can gain the opportunity to share lessons learned and increase their knowledge base through the collection of knowledge. Knowledge application ability is a key part of enterprises to improve innovation performance.

Effective knowledge application can promote the transformation of innovative thinking into innovative actions, realize new business models and market opportunities, and then promote the improvement of innovation performance of enterprises. Knowledge utilization also has a positive impact on the productivity of knowledge workers, and when employees use knowledge effectively in individual and group tasks, task efficiency is

improved, but the effect of knowledge utilization is not limited to task efficiency. Lu Chaolin (2018) found that in order to adapt to changes in the environment through a series of processes such as knowledge acquisition, transformation and application, enterprises can transform acquired knowledge into knowledge stock to ensure a high level of innovation performance. In the face of increasingly complex environment, knowledge management has gradually become an important capability resource for the survival and development of enterprises. Enterprises need to promote the formulation of new management systems and the development of new processes and products with the help of a solid knowledge management capability foundation.

Predictors of Organizational Innovation Performance

This paper selects organizational learning and knowledge management capabilities as independent variables and organizational innovation performance as dependent variables, constructs a multiple linear regression model, and studies the predictive effects of organizational learning and knowledge management capabilities on organizational innovation performance through multiple regression. As can be seen from the table, the overall deterministic coefficient of the model has been modified, and the deterministic coefficient $R^2_{adj}=0.695$. The independent variable can explain 69.5% of the changes in the dependent variable, indicating that the model has a high explanatory ability. The fitted regression model is $\text{organizational innovation performance} = 0.475 + 0.645(\text{organizational learning}) + 0.219(\text{knowledge management ability})$.

As can be seen from the regression coefficient, the regression coefficient of organizational learning is 0.642, and the p value is 0.000. At the level of 0.01, the organizational learning of Chinese high-tech enterprises has a significant positive impact on organizational innovation performance. Every unit increase of organizational learning, innovation performance will increase by 0.645 units. The regression coefficient of knowledge management ability is 0.219, and the p value is 0.000. At the level of 0.01, the knowledge management of Chinese high-tech enterprises has a significant positive impact on innovation performance. For every unit improvement in knowledge management, innovation performance will increase by 0.219 units.

By further comparing the regression coefficients of the two independent variables, it can be seen that the regression coefficient of organizational learning is larger than that of knowledge management, and the positive impact of organizational learning on job performance is stronger than that of knowledge management ability. Through the model, we can conclude that in innovative enterprises, organizational learning and knowledge management both play an important role, which has a significant impact on the promotion of innovation and the competitiveness of enterprises. Organizational learning emphasizes the cultivation of learning culture and learning ability, and encourages employees to continue to learn, develop and innovate. By cultivating organizational learning, enterprises can improve employees' innovation ability, problem solving ability and adaptability, and promote the generation and implementation of innovation. Knowledge management focuses on effective knowledge acquisition, storage, transfer and sharing. Through knowledge management, enterprises can better integrate and utilize internal and external knowledge resources to promote the occurrence of innovation and knowledge creation.

Organizational learning can cultivate innovative ability and learning culture, and provide innovative soil for knowledge management. Knowledge management provides the necessary knowledge support and resource base for organizational learning. Through the organic combination of organizational learning and knowledge management, innovative enterprises can better stimulate innovation potential, improve innovation performance, and enhance competitive advantage. This cross-functional collaboration facilitates knowledge integration and innovation, driving new ideas and solutions. Organizational learning focuses on shaping learning organization and innovation culture. In innovative enterprises, the establishment of positive innovation culture is an important factor to promote innovation. Through organizational learning, enterprises can encourage active learning and experimentation among employees, cultivate a culture of tolerance for failure and continuous improvement, and provide a favorable environment and atmosphere for innovation.

Based on the result proposed innovative framework for Innovative Enterprise as shown in Figure 1 below:

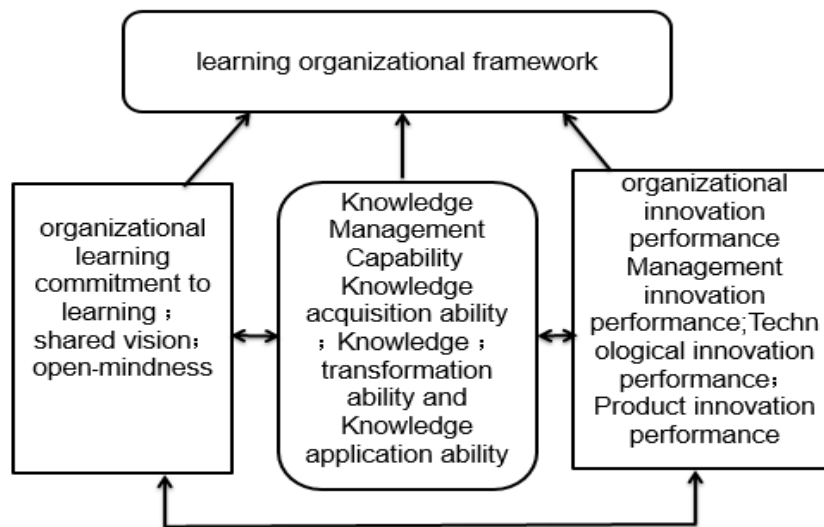


Figure 1. Learning Organizational Framework

As can be seen from the figure, through the comprehensive effect of learning commitment, shared vision and open mind, organizational learning can create a positive learning atmosphere and culture, stimulate the innovation ability and creativity of organizational members, and thus promote the continuous development of organizational innovation, which is a key factor to support innovative activities. Knowledge management refers to the effective acquisition, transformation and application of knowledge resources inside and outside the organization. In the integrated framework of innovation performance, knowledge management can be seen as the foundation to support organizational learning and innovation activities, innovation performance refers to the results and performance achieved by the organization in innovation activities.

In the integrated framework of innovation performance, innovation performance can be seen as the result of organizational learning and knowledge management, and also have feedback and influence on organizational learning and knowledge management. Through this set framework, organizations can realize the active transfer and application of learning and knowledge, thus promoting the development of innovation, and measuring the impact of innovation on organizational performance. Such an integrated framework can help organizations establish a learning organizational culture, enhance innovation ability, effectively manage and utilize knowledge resources, and improve the competitive advantages of Chinese high-tech enterprises. Promote better innovation.

4. Conclusions and Recommendations

The respondents strongly agreed the importance of commitment to learning, shared vision, open-mindedness in organizational learning. The respondents strongly agree that Knowledge Management Capability includes Knowledge acquisition ability, Knowledge transformation ability and Knowledge application ability. Respondents strongly agree with organizational innovation performance of Management innovation performance, Technological innovation performance and product innovation performance. Research shows that there is a highly positive correlation between organizational learning and Knowledge Management Capability, and there is also a highly significant relationship between Knowledge Management Capability and organizational innovation performance.

The proposed learning organizational framework has been developed. The study recommends that the enterprises may create a positive learning atmosphere and culture to encourage employees to continue learning and knowledge sharing; Provide diverse learning opportunities and resources; Establish effective learning evaluation mechanism, timely feedback and adjustment of learning activities; Promote organizational learning

and continuous development. The enterprises shall establish knowledge management strategies and processes, encourage knowledge sharing and collaboration, cultivate knowledge management talents, establish cooperative relationships with external partners, and continue to learn and innovate to achieve effective management and application of knowledge. Also, it may establish incentive mechanisms to encourage employees to actively participate in innovation activities. This can include reward systems, evaluation and recognition of innovation projects, sharing and publicity of innovation results, etc., in order to enhance innovation performance. Further, the framework developed in this paper can be used as a practice to improve the organizational innovation performance in Innovative Enterprise. For future researchers, consider other variables that have an impact on the organizational innovation performance.

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