

Managerial cognition, organizational learning capabilities and innovative practices in We-Media industry: Basis for competitive advantage enhancement framework

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Abstract

A combination of forward-thinking managerial cognition, strong organizational learning capabilities, and a commitment to innovative practices is the key to building a sustainable business. The study aimed to construct a competitive advantage enhancement framework of China's We-Media industry by examining managerial cognition, organizational learning capabilities and innovation practices to improve the innovation ability and comprehensive competition of We-media industry. The study utilized the self-made questionnaire as the data-gathering instrument. Participants of the study were 500 employees in China's We-Media industry. Weighted mean and rank while Spearman rho was used to test the significant relationship as part of the non-parametric tests. All analyzes were performed using SPSS version 28. The study revealed that respondents moderately agreed that the managerial cognition in terms of perception and attention, problem-solving and reasoning, social cognition and communication. Respondents moderately agreed that organizational learning capability in terms of knowledge acquisition, knowledge application, and knowledge sharing. Respondents moderately agreed that innovation practices in terms of technological innovation, service innovation, methodological innovation. There is a strong relationship between managerial cognition, organizational learning capability, and innovation practices. A competitive advantage enhancement framework of China's We-Media industry has been constructed.

Keywords: managerial cognition, organizational learning capabilities, innovative practices, We-Media industry, competitive advantage enhancement framework

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1. Introduction

A combination of forward-thinking managerial cognition, strong organizational learning capabilities, and a commitment to innovative practices is the key to building a sustainable business. China's We-media industry, encompasses social media influencers, bloggers, and other online content creators, is a dynamic and rapidly evolving landscape. It requires strong foundation built on managerial cognition, organizational learning capabilities, and innovative practices to achieve sustainable success. Embracing these elements means maneuvering the ever-changing landscape, create engaging content, and achieve long-term success.

In recent years, China's we-media industry has been developing rapidly, characterized by user scale growth, intensified market competition, market expansion and diversified industry trends (Duan et al.,2023). We-media platforms needs constant learning and innovation to break through the original content boundaries and meet the diversified content consumption needs of users through the refinement of content, diversified operations, and enhancement of user stickiness to cope with the fierce competition in the market (Zhou,2022). Tencent founder believes that in 2024 is going all out to develop the video number live e-commerce (Wei, 2024). Managers need to correctly interpret national regulatory policies have a keen insight into market trends, and the ability to quickly adapt to new technologies and platform changes in order to bring their staff to break through. The rapid development of the we-media industry requires companies to have a strong organizational learning ability to understand the development of new platforms and technologies, and to respond quickly to user needs and market changes in order to promote the implementation of innovative activities in the company, which will help the company to remain competitive in the field of new media (Li, 2020).

There is a strong link between managers' cognition, organizational learning ability and innovation practice in China's We-media industry. Managers need to constantly update their cognition and improve their organizational learning ability to adapt to the rapid development and changes in the industry, so as to promote innovative practices and achieve sustainable development. With the continuous progress of technology, the We-media industry is also facing new opportunities and challenges in terms of innovation. We-media platforms need to comply with national laws and regulations while innovating in order to achieve healthy and orderly development. China's We-Media landscape is distinct from Western social media. It has stricter government control over content and data compared to some Western markets. Super apps like WeChat offer a multitude of functions, blurring the lines between social media, messaging, and e-commerce. Mobile internet penetration in China is high, and We-Media platforms are primarily accessed through smartphones.

This study is of great significance. From the theoretical aspect, it can deepen the understanding of the antecedent variables of organizational innovation, especially the role of managerial cognition and organizational learning ability, and help to build a more complete theoretical framework. From the practical aspect, the results of this study can provide guidance for we-media enterprise managers on how to promote innovation practices by improving individual cognitive ability and organizational learning ability, which is an important reference value for enterprises to formulate relevant strategies and decisions.

Objectives of the Study - The study aimed to construct a competitive advantage enhancement framework of China's We-Media industry by examining managerial cognition, organizational learning capabilities and innovation practices. Specifically, to describe the managerial cognition in terms of perception and attention, problem-solving and reasoning, social cognition and communication; to assess organizational learning capability in terms of knowledge acquisition, knowledge application, and knowledge sharing; to evaluate innovation practices in terms of technological innovation, service innovation, methodological innovation; to test the

relationship between managerial cognition, organizational learning capability, and innovation practices; and to develop a competitive advantage enhancement framework of China's We-Media industry.

2. Methods

Research Design - In order to provide a full and accurate interpretation of the findings, this study utilized a descriptive research design in an attempt to discover the relationship among the three selected variables. Descriptive research method is a type of research that obtains current and relevant facts, data and information and provides an accurate overview of a situation, person or event (Rahi, 2017). This study attempts to discover the relationship among managerial cognition, organizational learning capabilities, and innovative practices in China's We-Media industry through descriptive research. The researcher distributed questionnaires to employees of China's We-Media companies to collect valid information, which facilitated the accuracy of the study.

Participants of the Study - This study randomly selected 500 employees in China's We-Media industry (tiktok, WeChat, Xiaohongshu, Bilibili, etc.) to distribute questionnaires for analysis, exploring the relationship among managerial cognition, organizational learning capabilities and innovation practices, and constructing a framework for the business model of China's We-Media industry.

Data Gathering Instruments - This study utilized an adopted questionnaire as a data collection instrument. This study used a Likert scale to investigate the managerial cognition, organizational learning capabilities and innovative practices in China's We-Media enterprises. The questionnaire was self-developed based on the relevant research literature of previous scholars on the three variables of managerial cognition, organizational learning capabilities and innovative practices and combined with the reality of China's we-media enterprises. The dimensions of each variable were presented in the form of descriptive statements, and respondents used a four-level Likert scale to indicate the degree of applicability of each statement, with 4.00 indicating strongly agree, 3.00 indicating agree, 2.00 indicating disagree, and 1.00 indicating strongly disagree. Managerial cognition includes three dimensions of perception and attention, problem solving and reasoning, and social cognition and communication. Organizational learning capabilities include three dimensions: knowledge acquisition, knowledge application and knowledge sharing. Innovative practices include three dimensions: technological innovation, service innovation, and methodological innovation. There are 5 questions under each dimension, totaling 45 questions. Reliability results showed that Cronbach's alpha for Perception and Attention(0.845), Problem-solving and Reasoning (0.787), Social Cognition and Communication(0.801), Knowledge Acquisition (0.712), Knowledge Application(0.864), Knowledge Sharing(0.905), Technological Innovation(0.803),Service Innovation(0.876) and Methodological Innovation(0.974) suggesting that the items have a good internal consistency.

Data Gathering Procedure - First of all, the researcher analyzed the current state of research on managerial cognition, organizational learning capabilities and innovation practices through books and literature to identify the gaps in the research and to formulate research questions. Secondly, the researcher drew on the literature related to the research variables to develop the questionnaire and analyze the results of the questionnaire. Lastly, the researcher asked experts to validate the content of the questionnaire. After that, the questionnaire was pre-surveyed to determine the consistency of the indicators of the three variables. The data from the pre-survey was used to test its reliability. After passing the reliability test, the researcher sought permission from the head of the organization to collect the data through mail, online and face-to-face.

Ethical Considerations - The researcher considered ethical issues throughout the study to ensure that all data were used only for the purpose of the study, thus maintaining the objectivity and integrity of the study. The questionnaires were voluntarily and anonymously completed by the respondents without revealing any identifying information. The researcher ensured that no respondent was injured or harmed and their safety and security was prioritized.

Data Analysis - Weighted mean and rank were used to describe the managerial cognition in terms of

perception and attention, problem-solving and reasoning, social cognition and communication; to assess organizational learning capability in terms of knowledge acquisition, knowledge application, and knowledge sharing; and to evaluate innovation practices in terms of technological innovation, service innovation, methodological innovation. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

3. Results and discussion

Table 1

Summary Table on Managerial Cognition

Key Result Areas	Composite Mean	VI	Rank
Perception and Attention	3.02	Agree	1
Problem-solving and Reasoning	2.87	Agree	2
Social Cognition and Communication	2.84	Agree	3
Grand Composite Mean	2.91	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

From the statistics in Table 1, it can be seen that the grand composite mean of managerial cognition is 2.91. It means that managerial cognition is important for the formulation of strategic decisions, the development of key resources, and the development of business strategies. It plays a decisive role in the formulation of strategic decisions, the acquisition of key resources, the learning ability of the organization, and the utilization of innovation opportunities.

By perceiving the external environment (i.e., technological conditions, market conditions, competitive environment, social opinion, changes in policies and regulations, and the demands of stakeholders) and the demands of internal employees, managers will identify valuable opportunities and further optimize and integrate various resources in order to satisfy the market demand and utilize technological conditions to shape the core competitive advantage of the enterprise. Managers can improve organizational management effectiveness through problem solving and reasoning. First, managers need to accurately identify and define problems, using logical reasoning and analytical skills to understand the key factors and potential impacts of the problem. Second, managers brainstorm and encourage members of the organization to come up with a variety of possible solutions and select the most appropriate one by comparing the pros and cons of different solutions. Third, after identifying a solution, managers should develop a detailed action plan and continuously monitor progress to ensure that the problem is effectively solved. Finally, by collecting feedback, managers can evaluate the effectiveness of the solution and make adjustments as needed. In short, managers should learn from each problem-solving experience to continually improve their problem-solving and reasoning skills and enhance their leadership skills. "Social Cognition and Communication" brings great insights into management practices. Managers have a clear understanding of their roles and need to change their management style in different situations to fit the specific work environment and organizational needs.

Taking Byte Dance as an example, after the implementation of Byte Dance's internationalization strategy, managers must adapt to the management situation in a multicultural context and flexibly adjust their management methods (Qiu, 2023). Managers should reflect regularly, keep learning new management concepts and techniques, and be willing to adapt to new management styles (Wang, 2024). We-media business managers should then abandon the traditional media management style and adapt to the development strategy with a new concept. Managers should invest time and effort to improve communication with their teams to ensure information flow and understanding. Managers build trust through effective communication and timely feedback, which facilitates teamwork and performance improvement.

Table 2

Summary Table on Organizational Learning Capability

Key Result Areas	Composite Mean	VI	Rank
Knowledge Acquisition	2.84	Agree	1.5
Knowledge Application	2.84	Agree	1.5
Knowledge Sharing	2.79	Agree	3
Grand Composite Mean	2.82	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 explores the performance of the organization on the three dimensions of knowledge acquisition, knowledge application and knowledge sharing. The grand composite mean is 2.82, which indicates that the organization is generally perceived by its members as having some degree of learning capability. This finding has important implications for understanding how organizations adapt and lead change through learning, as an organization's ability to learn is key to its continued innovation and competitiveness.

"Knowledge acquisition" and "knowledge application" got the highest composite mean (2.84), indicating that organizations perform better in acquiring new knowledge and applying it in practice. The formation of this capability stems from the importance of learning and innovation within the organization, as well as the establishment of effective learning mechanisms and application platforms. Nonaka and Takeuchi, in their theory of knowledge creation, emphasized that the process of transforming knowledge, including the transformation from tacit to explicit knowledge and the diffusion of knowledge from the individual to the organization, is the basis of organizational innovation. Xu et al. (2024), found that entrepreneurial cognitive learning and practical learning have a facilitating effect on both entrepreneurial explicit and tacit knowledge, while entrepreneurial cognitive learning has a greater positive effect, and entrepreneurial cognitive learning and practical learning have a facilitating effect on firms' innovation performance. Meanwhile, Argyris and Schön's theory of double-loop learning supports this finding, suggesting that organizations enhance their knowledge application capabilities by detecting and correcting errors (single-loop learning) and by reconsidering their underlying assumptions and policies (double-loop learning). Employee's knowledge application capability can drive the transformation and upgrading of the organization to automation and intelligence (Li et. al.,2022). The knowledge application ability of employees in the self-media industry can optimize marketing strategies and understand the latest social trends and user needs, and the word-of-mouth marketing promotion of Xiaohongshu meets the needs of a wide range of users (Liu and He, 2023).

"Knowledge sharing" (2.79) got the lowest composite mean scored, but still reflects the organization's efforts in promoting knowledge sharing among members. Knowledge sharing is a key part of the organizational learning process as it contributes to the diffusion of knowledge and the promotion of innovation. The relatively low knowledge sharing scores may be related to organizational culture, communication mechanisms, or inadequate incentives for knowledge sharing. Szulanski's theory of barriers to knowledge transfer suggests that a lack of trust between individuals, stickiness of knowledge, and insufficient absorptive capacity on the part of the receiver may hinder knowledge sharing. Knowledge sharing provides a new model and channel for knowledge production, transaction, and dissemination (Fu, et al., 2024). Career calling in the Chinese context has a positive effect on knowledge sharing behavior of new generation employees (Yang, 2023). The founder of Xiaohongshu believes that sharing is the biggest charm of the digital economy.

Table 3

Summary Table on Innovation Practices

Key Result Areas	Composite Mean	VI	Rank
Technological Innovation	2.73	Agree	2
Service Innovation	2.77	Agree	1
Methodological Innovation	2.62	Agree	3
Grand Composite Mean	2.71	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 explores the performance of firms on three key dimensions: technological innovation, service innovation and methodological innovation. The grand composite mean for innovation practices is 2.71, indicating that respondents generally agree. This suggests that business members generally believe that their organization is more positive in terms of overall innovation practices. This finding has important implications for understanding how firms use a combination of different types of innovations to enhance competitiveness and market adaptability, as innovation is a key driver of sustained growth and adaptation to market changes.

The composite mean of "service innovation" is 2.77, ranking first, indicating that companies' efforts in service innovation are the most significant, because service innovation is directly related to how companies can meet and exceed customers' expectations, and improve customer experience and loyalty. Vargo and Lusch's Service-Dominant Logic theory emphasizes that service innovation is at the core of creating and delivering value. and that through service innovation, firms are better able to interact with customers and co-create value. In addition, service innovation helps enterprises to differentiate themselves in the competitive market and establish a unique market positioning, for example, TikTok is for entertainment, Xiaohongshu emphasizes the grass culture, the tool attribute is stronger, and users value the practicality of the content (Yang, 2024).

The composite mean of "technological innovation" is 2.73, ranking second. Technological innovation is an important part of corporate innovation practice because it concerns how companies can enhance the performance and efficiency of their products or services through new or improved existing technologies. Schumpeter's theory of innovation points out that technological innovation is a key factor in promoting economic development and corporate competitiveness. Enterprises can develop new products and improve production processes through technological innovation, thus improving productivity and market competitiveness. Xiao (2022) believes that we-media enterprises use big data technology, artificial intelligence, blockchain technology, AR/VR technology, etc. to improve work efficiency and enhance customer experience.

The composite mean of "methodological innovation" is 2.62, ranking third. This indicates that there is still room for improvement in methodological innovation. Methodological innovation involves innovation in management mode, workflow, corporate culture, etc., which often requires profound organizational changes and extensive employee participation. O'Reilly and Tushman's Environmental Adaptation Theory emphasizes that methodological innovation is crucial for enterprises to cope with environmental changes and improve organizational adaptability, but it is also the most difficult to achieve, because it requires enterprises to change long-established practices and improve organizational adaptability. This is because it requires firms to change long-established modes of operation and cultural habits. TikTok platform employs different algorithms to allow each individual to establish their own unique labels, and the value of the platform is increasing and integration of different types of innovation. (Zhao et. al.,2024)

Table 4

Relationship Between Managerial Cognition and Organizational Learning Capability

Variables	rho	p-value	Interpretation
Perception and Attention			
Knowledge Acquisition	0.580**	< .001	Highly Significant
Knowledge Application	0.602**	< .001	Highly Significant
Knowledge Sharing	0.507**	< .001	Highly Significant
Problem-solving and Reasoning			
Knowledge Acquisition	0.560**	< .001	Highly Significant
Knowledge Application	0.574**	< .001	Highly Significant
Knowledge Sharing	0.511**	< .001	Highly Significant
Social Cognition and Communication			
Knowledge Acquisition	0.581**	< .001	Highly Significant
Knowledge Application	0.600**	< .001	Highly Significant
Knowledge Sharing	0.550**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

Table 4 reflects the relationship between managerial cognition and organizational learning capability. It can be seen that the rho values in the table range from 0.507 to 0.602, which indicates that there is a moderate to strong direct relationship among the sub variables of managerial cognition and organizational learning ability. There is a statistically significant relationship between management cognition and organizational learning ability ($p < .001$). A manager's cognition affects his or her identification, assessment, and response to risks. A forward-looking and perceptive manager can more effectively anticipate and avoid potential risks. A manager's cognition influences how well he or she recognizes opportunities for innovation and how much emphasis is placed on learning. A manager with an innovative mindset and a sense of continuous learning can drive the organization's progress and development. Thus, managerial cognition plays a decisive role in the functioning and success of the entire organization.

Managers' perceptions and values play a decisive role in the formation and communication of organizational culture. A manager's beliefs and behaviors are perceived by employees as the norms of the organization, thus influencing the culture and values of the entire organization. Managers' perceptions influence their leadership style and the way they motivate their employees. A manager who understands the needs and motivations of his or her employees is more effective in stimulating motivation and creativity. A manager's perceptions are critical in the process of organizational change. An open and adaptive manager is better able to guide the organization to adapt to changes in the external environment and drive successful organizational transformation (Lewis, 2019). Managerial cognition can guide and drive organizational learning (Chen et al., 2023).

The current external environment of enterprises is complex and changing, the arrival of the digital economy has led to the intensification of competition in we-media enterprises, and the organizational form has also developed to the network type, responding to the complexity of the situation requires a comprehensive examination of multiple elements interacting with each other, and the level of managerial cognition has a direct impact on the organization's ability to quickly identify and respond to the opportunity (Park et. al.,2020). Factors such as managers' cognitive level, cognitive style and cognitive bias affect the process and effectiveness of organizational learning. (Zhang et. al.,2024). There is a certain matching relationship between managers' cognition and factors such as the organization's strategy, culture and environment, and this matching helps to improve the effectiveness of organizational learning. (Lv et al., 2022).

Vogus et. al.,(2018) explored the impact of positive thinking on organizational learning and effectiveness. Their study found that managers' positive thoughts can increase organizational attentional focus and promote learning, improvement, and innovation. Gavetti et. al.,(2020) study revealed the relationship between strategic decision making and attention. They argued that managers' attention allocation has a significant impact on strategic decision making and organizational learning. Scholars such as Levinthal et. al., (2021) have also argued that managers' attention and perception have a deep connection with organizational learning. Argote et. al.,(2016) argue that problem solving and reasoning capabilities enhance the ability of organizational members to leverage existing tools and networks for knowledge acquisition, application, and sharing. Seo et. al.,(2023) found in their study that when firms have strong problem solving and reasoning capabilities, they are better able to acquire and apply knowledge from alliance networks. Trivedi et. al.,(2022) argued that problem solving and reasoning capabilities are key factors in improving the efficiency of knowledge acquisition, application, and sharing.

In the information age, there are significant differences in cognitive switching among people with different degrees of high and low cognitive abilities. Different types of cognitive abilities have different effects on people's information searching behavior and cognitive paths, and reasoning ability has a significant effect on people's information searching ability, which affects the acquisition of knowledge (Chen, et al., 2024). When managers have strong social cognition and communication skills, they can better understand the needs and expectations of organizational members, thus promoting knowledge acquisition, application and sharing (Qian, 2023). Some scholars have shown that managers' social cognitive ability plays an important role in promoting knowledge sharing. The reason for this is that social cognitive ability can help managers better understand the behaviors and motivations of others and thus make more effective decisions (Zhang, et. al.,2019). When

managers have strong social cognitive abilities, they are better able to motivate their employees to share and apply knowledge, which improves organizational innovation (Singh et al., 2021).

Table 5*Relationship Between Managerial Cognition and Innovation Practices*

Variables	rho	p-value	Interpretation
Perception and Attention			
Technological Innovation	0.534**	< .001	Highly Significant
Service Innovation	0.585**	< .001	Highly Significant
Methodological Innovation	0.468**	< .001	Highly Significant
Problem-solving and Reasoning			
Technological Innovation	0.528**	< .001	Highly Significant
Service Innovation	0.513**	< .001	Highly Significant
Methodological Innovation	0.519**	< .001	Highly Significant
Social Cognition and Communication			
Technological Innovation	0.567**	< .001	Highly Significant
Service Innovation	0.568**	< .001	Highly Significant
Methodological Innovation	0.525**	< .001	Highly Significant

** Correlation is significant at the 0.01 level

Table 5 reflects the relationship between managerial cognition and innovation practices. It can be seen that the rho values in the table range from 0.468 to 0.585, which indicates that there is a moderate direct relationship among the sub variables of managerial cognition and innovation practices. The relationship between managerial cognition and organizational learning capabilities is statistically significant ($p < .001$). Successful innovation practices can open up new market opportunities, attract new customers, increase sales revenues, and promote sustainable organizational development. Organizations that are innovative are more resilient and adaptive and are better able to cope with crisis and uncertainty, as well as attracting and retaining innovative talent and providing more opportunities for talent to learn and grow (Rajapathirana et al., 2018).

Many economists saw innovation as an important means for organizations to gain and maintain competitive advantage. Innovation includes the development of new or improved products, the use of new production methods, the discovery of new markets, the discovery of new raw materials or semi-finished products, and the creation of new industrial organizations (Schumpeter et al., 2021). As the market environment and consumer needs continue to change, organizations must continue to innovate and make adjustments to better adapt to these changes (Kahn, 2018). Saraf et al. (2019) studied the effect of managers' cognitive ability on innovation performance and found that managers' cognitive ability can enhance the innovation level and learning effect of the organization. Zhang et al. (2019) empirically investigated the relationship between managerial cognition and the enhancement of innovation ability, and found that managerial cognition is the key to constructing the innovation ability of the enterprise, and there is an interaction effect between the internal resources and the cognition of the external environment. Transformational leadership has a significant positive effect on promoting the innovative behavior of research teams; the perception of error plays a partially mediating role (Ma et al., 2023).

Xie et al. (2019) found that managers' environmental cognition influences firms' environmental technology innovation behavior. Ji et al. (2019) found through their study that business model cognition affects business model implementation and management cognitive change is the direct cause of business model adjustment. Chen (2021) argued that managerial cognition affects the decision-making power of the firm, and the decision-making power determines the allocation of the firm's resources thus affecting technological innovation. Zhou et al. (2021) study found that managers' dynamic competencies, including social cognition and communication skills, can influence the innovation performance of start-ups. They noted that these competencies help managers to acquire and integrate external knowledge, thus improving organizational learning. Zhang (2021) believes that communication and collaboration between managers and employees should be strengthened to reduce cognitive bias and improve innovation effectiveness.

Table 6

Relationship Between Organizational Learning Capability and Innovation Practices

Variables	rho	p-value	Interpretation
Knowledge Acquisition			
Technological Innovation	0.520**	< .001	Highly Significant
Service Innovation	0.546**	< .001	Highly Significant
Methodological Innovation	0.509**	< .001	Highly Significant
Knowledge Application			
Technological Innovation	0.537**	< .001	Highly Significant
Service Innovation	0.593**	< .001	Highly Significant
Methodological Innovation	0.525**	< .001	Highly Significant
Knowledge Sharing			
Technological Innovation	0.524**	< .001	Highly Significant
Service Innovation	0.549**	< .001	Highly Significant
Methodological Innovation	0.530**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 6 reflects the relationship between organizational learning capability and innovation practices. It can be seen that the rho values in the table range from 0.509 to 0.593, which indicates that there is a moderate direct relationship among the sub variables of organizational learning capability and innovation practices. The relationship between organizational learning capability and innovation practices and organizational is statistically significant ($p < .001$). Organizational learning capability can promote cross-departmental knowledge sharing and collaboration and enhance teamwork. In conclusion, organizational learning is a key driver of sustained growth, innovation and success, which not only affects the current performance of an organization, but also determines its long-term survival and development.

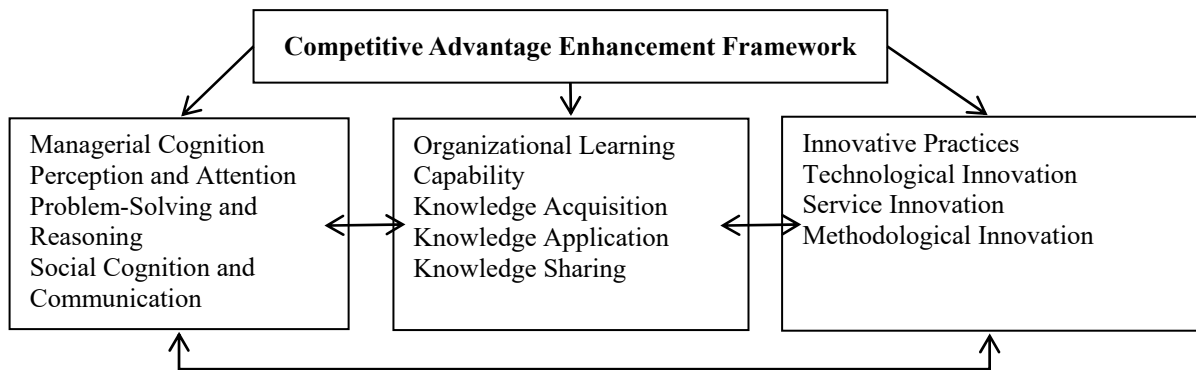
Organizational learning capability plays an important role in business. It involves processes such as knowledge sharing, participatory decision-making, risk-taking, and embracing innovative mindsets (Haile et al., 2022). Organizational learning capability enables firms to adapt to the rapidly changing external environment. Through learning, organizations can acquire new knowledge and improve processes to remain competitive. Organizational learning capability is the key to driving innovation. Through learning, organizations can discover new ideas, improve products and services, and even create entirely new business models. Organizational learning capability helps to build knowledge management systems that ensure key knowledge and experience is documented, shared and retained, reducing reliance on individual employees. Organization learning helps to build a learning culture that incorporates learning, innovation and continuous improvement into an organization's core values, provides opportunities for employees to grow and develop, and improves their skills and knowledge, thereby increasing job satisfaction and reducing turnover. Through organization learning, management can obtain more accurate and comprehensive information and make more informed decisions (Yanow, 2016).

Popa et al. (2017) delved into the relationship between organizational learning capabilities and firms' innovation behavior. The results of the study showed that organizational learning capability is an important factor in driving innovation. López-Mosquera et al. (2019) revealed how organizational learning promotes innovation by analyzing recycling companies with mature organizational learning capabilities. The study showed that companies with higher organizational learning maturity are better able to innovate. Lin et al. (2020) investigated the relationship between environmental dynamics, organizational learning and organizational innovation. The study found that organizational learning is an important mechanism for adapting to environmental changes and increasing innovativeness. Enhancing organizational learning can effectively improve the innovation level of enterprises (Alghamdi et al., 2021). Firms with strong organizational learning capabilities are more likely to achieve efficient product innovation in the face of market turbulence (Hu et al., 2021).

Nguyen et al. (2019) analyzed the relationship between knowledge sharing and innovation in the modern workplace. Effective knowledge sharing was found to promote innovation, but at the same time there are

challenges to overcome, such as information security and privacy issues. Employee knowledge sharing can improve a company's innovation capability, which in turn improves organizational performance (An et al., 2020). A study by Yuan et al.(2020) found that employees who engage in knowledge sharing both online and offline together are more likely to drive innovation, and that resource commitment contributes to the impact of knowledge sharing on innovation performance. The impact of knowledge sharing on innovation is particularly significant in technology-intensive manufacturing SMEs (Vincze et. al.,2021). Dong et al. (2024) found through their study that employees promote the next day's innovative behavior through learning and reflection to enhance their performance.

A Competitive Advantage Enhancement Framework



This study constructs a competitive advantage enhancement framework of We-Media industry that involves three independent variables: managerial cognition , organizational learning capability , innovative practices as well as the dependent variable business framework.

A competitive advantage enhancement framework pursues long-term development to cope with the changing market environment. And managerial cognition, organizational learning ability, and innovation practice are all closely related to the competitive advantage enhancement framework. The cognitive level of managers directly affects the direction and effect of the competitive advantage enhancement framework. A manager with a broad vision, keen insight and in-depth thinking ability can better grasp the market trends and customer needs, so as to develop a more innovative and forward-looking business framework. The perception of managers also affects the implementation process of business framework. Business frameworks are often accompanied by changes in organizational structure, processes, culture, etc., and require managers to have strong leadership and change management skills. Managers' perceptions also affect the sustainability and adaptability of the competitive advantage enhancement framework.

The market environment is constantly changing, the competitive advantage enhancement framework is not static, managers need to have the flexibility and adaptability to continuously adjust and improve the competitive advantage enhancement framework. Enterprises with strong organizational learning ability can acquire new knowledge from the external environment more effectively, which can provide inspiration and motivation for business framework innovation and help enterprises discover new business opportunities.

Enterprises with strong organizational learning ability can apply what they have learned to improve the innovation abilities. This application capability enables companies to respond quickly to market changes and experiment and adapt new enhancement frameworks to achieve sustainable competitive advantage. Within an organization, an effective knowledge-sharing mechanism can facilitate communication and cooperation between different departments and individuals. This cross-border knowledge flow helps to break down stereotypes and stimulate innovative enhancement framework conceptualization.

Science and technology are the first productive force, and enterprises can discover new market opportunities through technological innovation, thus promoting innovation. Service innovation emphasizes in-depth

understanding and satisfaction of customer needs. Through service innovation, enterprises can better understand customer needs, so as to design a competitive advantage enhancement framework that better meets customer needs. Clear process and method innovation can ensure the success rate of competitive advantage enhancement framework.

4. Conclusions and recommendations

Based on the findings of the study, the researcher came up with the following conclusions. Managerial cognition in terms of perception and attention, problem-solving and reasoning, social cognition and communication was agreed to be practiced by the We-media enterprises. Respondents moderately agreed that these companies have good organizational learning capability in terms of knowledge acquisition, knowledge application, and knowledge sharing. Technological innovation, service innovation, methodological innovation was agreed to be practiced by We-Media industry. There were significant relationships between managerial cognition, organizational learning capability and innovation practices. A competitive advantage enhancement framework of We-Media industry has been developed. Managers may develop sensitivity to the internal and external environments of the organization, solve problems rationally, enhance social cognition and communication skills, and improve decision-making abilities. Organizations may create a learning organizational culture and improve the ability of organizational members to acquire, apply, and share knowledge, so as to better adapt to environmental changes and promote innovation and sustainable development. Enterprises may encourage and support innovation, incorporate innovation goals into their strategic planning, and provide employees with the necessary resources to support their innovative activities to ensure that they are at the forefront of fierce market competition. The competitive advantage enhancement framework maybe utilized in We-media industry. Further studies on sustainable business may be conducted by future researchers using other dimensions like governance, risk management and stakeholder engagement.

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