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The Impact of Organizational Learning, Corporate Culture, and Transformational Leadership Towards Organizational Innovation of the Animal Feed Industry in Myanmar

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Abstract

This paper aimed to investigate the impact of organizational learning, corporate culture, and transformational leadership towards organizational innovation in the animal feed industry in the case of Myanmar. This study centered on individuals employed within the animal feed industry. The study employed quantitative research, utilizing a sampling population of 310. Survey instruments, consisting of online questionnaires incorporating multiple-choice questions with a five-point Likert scale, were distributed to participants through Google Forms. Data analysis involved the use of descriptive statistics and multiple linear regression. The findings revealed a positive correlation between the independent variables (Organizational Learning, Corporate Culture, and Transformational Leadership) and the dependent variable (Organizational Innovation). All factors of organizational learning, corporate culture, and transformational leadership significantly influence organizational innovation factors in this industry.

Keywords: Organizational Innovation, Corporate Culture, Transformational Leadership

Introduction

In today's competitive business environment, an organization's success depends on its ability to achieve its goals. Organizational innovation is crucial for achieving business goals in today's competitive and rapidly evolving business landscape. It involves introducing new processes, technologies, and products to improve efficiency, effectiveness, and



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competitiveness. Innovation has been linked to a company's capacity for learning in which innovation is seen as learning, considering the mobilization and management of knowledge that paves the way for the creation of novel solutions and, as a result, higher performance levels (Lafuente, et al., 2019). Organizational learning can help organizations achieve their goals in several ways in today's world. Lafuente, et al. (2018) explored the relationship between organizational learning and performance in Spain's small and medium-sized enterprises (SMEs). The study found that SMEs that were able to create a learning culture and practices were more likely to get higher levels of performance. Enhancing internal coordination and control, boosting objective alignment between the organization and participants, as well as increasing employees' efforts are the three ways that corporate culture can boost productivity. Corporate culture, for example, may impact employees' priorities and encourage them to defend customers rather than simply pursue efficiency (Zhao, et al., 2018). Corporate culture has also improved competitiveness and value (Alsamawi, et al., 2019). Effective leadership is critical to navigating these challenges and maintaining a competitive edge by attracting and retaining talent in a competitive world with many challenges. A successful organization needs effective leadership because it affects employee job satisfaction, productivity, and overall organizational performance (Belschak, et al., 2018). The study found that transformational leadership influenced employee creativity, leading to better organizational performance and goal attainment. The livestock business is evolving in emerging countries in response to the increasingly rising demand for animal products because of population growth and increased affluence. Organizational innovation can significantly affect the animal feed industry, contributing to its growth, sustainability, and competitiveness. Innovation can result in the development of novel feed formulations and additives that enhance the nutritional value of animal feeds.

This study will point out valuable insights for organizational learning, corporate culture, and transformational leadership toward organizational innovation. The study will also help the contributions of organizational learning, corporate culture, and transformational leadership in the success of organizations. The purpose of this study is to examine the factors that directly affect the innovation of the organization in Myanmar's animal feed sector.

Objectives

1. To study the influence of organizational learning on organizational innovation.
2. To study the influence of corporate culture on organizational innovation.



The 16th National and International Conference
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3. To study the influence of transformational leadership on organizational innovation.

Research Scope

1. Population: The study focuses on part-time and full-time workers, with a sample size of 310 individuals drawn from the animal feed industry in Yangon, Myanmar. Convenience sampling was employed to select participants for this research. Although a sample size of 400 is required for a survey with a precision level of $\pm 5\%$, according to Yamane's table, a sample size of 310 is collected due to the challenges of collecting data within a limited time, absence of direct interaction, and remote administration.

2. Variables: This study will point out the impact of organizational learning, corporate culture, and transformational leadership on organizational innovation. Sub-variables in organizational learning consist of training and development, leadership, and communication. Sub-variables of corporate culture involve employee engagement, reward and recognition, and organizational structure. Idealized influence, inspirational motivation, and individualized consideration are the sub-variables of transformational leadership.

3. Time of study: After performing the pilot test in May 2023, another step of distributing the questionnaire to respondents for data collection was started in July 2023, and all the research was finished in November 2023.

4. Hypothesis:

H₁: Organizational learning factors involving (leadership, organizational structure, training, and development) have a substantial influence on organizational innovation.

H₂: Corporate Culture factors involving (employee engagement, rewards, recognition, and communication) have a significant effect on organizational innovation.

H₃: Transformational leadership factors involving (idealized influence, inspirational motivation, and individualized consideration) have a substantial influence on organizational innovation.

Methodology

1. Research Tool

This research employed a closed-ended questionnaire to collect data from the respondents. The questionnaire is divided into five categories with 38 questions: demographic information (8 questions), organizational learning factors (9 questions), transformational leadership factors (9 questions), corporate culture factors (9 questions), and organizational innovation factors (3 questions).



The 16th National and International Conference
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2. Data Collection

An online questionnaire was used as the data collection tool for this study. The participants received Google Form Questionnaires. The Google Form questionnaire link was provided to selected samples who possessed English literacy skills. Only samples with English literacy skills were chosen through a convenience sampling method.

3. Data Analysis

The reliability test was performed with a sample group of 30 respondents. The data collected from 30 respondents were analyzed by using Cronbach's Alpha in the statistical software, with a total reliability of 0.92, and the accepted range of value is between 0.7 and 1.0. Descriptive statistics was used to examine the demographic information provided by the respondents and the hypotheses of the study were tested using inferential statistics (multiple linear regression analysis). To investigate the relationship between variables and test hypotheses, SPSS software was used for data analysis.

Results

The results of the data analysis of 310 responses are described in this section. As a summary of the demographic information, most of the participants in this survey were males, with the age of between 22-26 years old. The data analysis revealed an unmarried status among respondents at 72.9%, with 73.22% possessed a bachelor's degree. Additionally, 95.48% of participants were working in one job, and the majority, 51.94%, had more than 2 years of total working experience and 49.36% are working at the staff level. Table 1 shows that most respondents agree about training and development achieved in their workplace ($\bar{x} = 3.65$, $SD = 0.799$). The findings show that respondents are content not only with the organization's leadership ($\bar{x} = 3.57$, $SD = 0.8$) but also with communication in the organization ($\bar{x} = 3.65$, $SD = 1.0$).

Table 1: Mean and Standard Deviation of Organizational Learning Factors

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Training and development	3.65	0.799	Agree
1.2 Leadership	3.57	0.8	Agree
1.3 Communication	3.65	1.0	Agree
Total	3.62	0.89	Agree



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Table 2 shows that the majority of respondents are content with all three of the sub-variables listed under the corporate culture factors. Most respondents agreed with employee engagement with ($\bar{x} = 3.45$, SD = 0.89). The data showed that respondents agreed with reward and recognition for their work ($\bar{x} = 3.66$, SD = 1.04) and the organizational structure they encountered ($\bar{x} = 3.66$, SD = 0.79). Thus, the corporate culture factors have an overall mean of 3.65 (agree) and a standard deviation of 0.91.

Table 2: Mean and standard deviation of corporate culture factors

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Employee engagement	3.45	0.89	Agree
1.2 Reward and recognition	3.66	1.04	Agree
1.3 Organizational structure	3.65	0.79	Agree
Total	3.65	0.91	Agree

Table 3: Mean and standard deviation of transformational leadership factors

Sub-variables	Mean	Std. Deviation	Interpretation
1.1 Idealized influence	3.54	0.80	Agree
1.2 Inspirational motivation	3.6	0.89	Agree
1.3 Individualized considerations	3.66	1.0	Agree

Table 3 shows that the majority of respondents are content with all three of the sub-variables listed under the transformational leadership factors. The majority of participants agree with idealized influence with ($\bar{x} = 3.54$, SD = 0.8). The findings demonstrate that respondents agree with the organization's inspirational motivation ($\bar{x} = 3.60$, SD = 0.89) and individualized consideration in ($\bar{x} = 3.66$, SD = 1.0). In total, the transformational leadership factors have a mean of 3.6 (agree) and a standard deviation of 0.89.



The 16th National and International Conference
 "Global Goals, Local Actions: Looking Back and Moving Forward 2024"
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Table 4: Analysis of the Impact of dependent variables on the independent variable

Variables	Sig.	Interpretation
1.1 Organizational learning	0.01	Supported
1.2 Corporate culture	0.001	Supported
1.3 Transformational leadership	0.05	Supported

The statistical analysis of the correlation between dependent variables and independent variables is shown in Table 4. According to the table, organizational learning, corporate culture, and transformational leadership significantly impact organizational innovation.

Conclusion and Discussion

After the data analysis, the results revealed that all three hypotheses were supported at all. Organizational learning factors, corporate culture, and transformational leadership factors significantly influence organizational innovation.

Hypothesis 1: Organizational Learning significantly affects Organizational Innovation in the Animal Feed Industry in Myanmar, which has been accepted. According to Werlang & Rossetto (2019), the analysis showed that organizations should take a proactive approach to their human resources to raise employee awareness about actions that enhance organizational learning to increase performance and innovation inside the organization. Another study by Haile & Tüzüner (2022) proved that organizational learning has an advantageous and comparatively greater impact on administrative innovation. The analysis can conclude that organizational innovation is substantially fueled by the incorporation of efficient training and development, leadership, and open communication within the organizational learning process because it provides staff with the abilities, drive, and environment necessary to create and implement new ideas. Organizations should introduce administrative innovations, such as reorganizing their organizational structure, creating new channels of communication, or reevaluating their management strategies, in order to stay adaptable to the changing environment.

Hypothesis 2: Corporate Culture significantly affects Organizational Innovation in Animal Feed Industry in Myanmar, has been accepted. According to the research by (Zhang, et al., 2023), it stated that their findings highlighted insights into how organizations might



The 16th National and International Conference
"Global Goals, Local Actions: Looking Back and Moving Forward 2024"
20 March, 2024

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