

The effect of attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity (case study: Tehran Tourism Bank)

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ABSTRACT: The present study examines the effect of attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity in Tehran Tourism Bank. The research type is descriptive/ correlational. The statistical population is all employees of Tehran Tourism bank. The research tool is Yuan hang and et.al (2010) Questionnaire. The analysis of the collected data was carried out with the help of SPSS and LISREL softwares. The results showed that dynamic capacity and organizational process have a significant positive effect on organizational performance. In addition, organizational process has no significant effect on the dynamic capability and finally, the variable of dynamic capacity, has a mediatory role for variables of organizational learning culture on organizational performance.

Keywords: organizational process, organizational learning culture, organizational performance, dynamic capacity.

INTRODUCTION

Knowledge management is one of the new concepts in management science and is considered as a critical resource for success of current organizations (Belinger and Smith, 2001: 136), and organizational learning has been introduced as one of the foundations for establishment of knowledge management in. Organizational learning issues have a life of about half a century and currently are increasingly growing. Because numerous changes and challenges in the present world, imply that an organization with the learning power and self-updating be formed, hence it can adapt with fast evolutions and responses to environmental stimuli and survives by acquiring knowledge and information in an extensive, and dynamic and live manner in the field of organizational rehabilitation and development. Organizational learning culture is also a critical source for acquiring competitive advantage in strategic management (Bennett & Bennett, 2003: 354) and organizational knowledge, should be seen as a strategic asset in organization and managed in a way that can improve the organization performance and its competitive position. All organizations learn, in a sense that they deal with the changing world around them. All organizations learn faster and more effectively than their counterparts do. The most important point is that the learning would not assume as separate from daily activities in organization. Managers should master the aspects and the methods in which knowledge can penetrate and find practical means in their organization, and identify applying knowledge for conducting the processes and structures as well as activities and organizational capacities, which will lead to improve performance and business (Kidersky, 2006). Attention to the processes and structures, helps the organizations in facilitate learning. Organizational learning, is the product of these two interconnected and yet distinct concepts. In fact, one can analyze in the way that process in organizational learning, and the structures in

learning organization, are the cases that form the original position. Using the organizational learning, requires a set of features in organization that provides the possibility of implementing the learning processes which in turns, makes the organization, intelligent and learner (Allame and Moghaddami, 2009). Organizations should coordinate their structures and systems for integrating environment, strategy, technology etc. events as well as to remain stable and their success. Organizational process effectively has effect on organization performance. Organizational process refers to different parts of the company in a way that they work together by following the organizational objectives, to expand the organization performance and to maintain a competitive advantage (Yuan Huang et al., 2010).

Zaloo and Winter, (2002) state that organizational learning is a key principle for building dynamic capacity. Dynamic capacity is the ability and capacity of enterprise to integrate, build and reconfigure the internal and external abilities to demonstrate rapid changes in environment. The theory of dynamic capabilities, states that the knowledge, is the fundamental source for an organization to enforce into place its persistent competitive advantage. Dynamic capacity is an effective factor on organizational performance (Yuan Huang et al., 2010). New approach of organizational learning considers learning as an organizational culture and seeks to integrate individual, group and organizational learning. In this approach, internal abilities and capabilities are required not neglecting the external challenges and using new opportunities, hence according to different styles of learning while getting new ideas from organizational environment, establish them as a value within their organization than competitors, simultaneously (Yang, 1999). Scientists have suggested that to maintain a competitive advantage, organizations must develop their abilities through increasing the business original processes continuous learning (Yuan Huang, 2010). Organizational learning culture has a positive effect on organizational performance. Most of the researches say that the organizational learning culture can expand the organizational, team and individual learning, and develops the organizational performance. In fact, most authors, account learning as one of the critical aspects of competitiveness and relate it with knowledge acquisition and organizational performance (Yuan Huang, 2010). Although in past, the emphasis has been on the relationship between organizational learning and business performance, little empirical researches are performed in the context of the relationship between organizational learning culture and organizational performance indicators. This study seeks to resolve this deficiency and seek to demonstrate the effect of learning culture on organizational performance, and attempts to demonstrate the effect of attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity. Organizations can accept the methods for improving the performance and profitability of themselves through integrating organizational processes and organizational learning culture based on dynamic capacity. What effect does have the attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity (case study: Tehran Tourism Bank)?

Theoretical Foundation and Literature Review

In fact nowadays world especially in organizations world is undergoing dramatic and continuous changes and all dimensions of the organization from internal environment to external environment, human and nonhuman factors are becoming a mode to another mode by stunning acceleration (Jiang, 2008). In such circumstances, organizations are trying to survive and to be able to maintain themselves in turbulent environment; they continuously removed from non-dynamic templates and move toward the development of learning and creation of a learning organization (Adere, 2002). If we want a better description of learning in organization, we should say that learning is a dynamic concept, which gradually changes from individual Learning to organizational Learning. Due to organizations' need to be compatible with environmental changes, the concept of organizational learning are increasingly common; as the learning is essential for people growth, it is important for organization; Although the organizational learning is More than the total learning power of peoples (Denison and Nil, 2000). In an organization with high levels of organizational learning, people continuously increase their ability for creation of results that are indeed desirable for them. Organizational learning causes that the new and wide mental patterns are developed and peoples learn continuously how to learn with each other. Organization with such features, due to encourage innovation, acquiring knowledge and developing the capabilities, received and interpreted the signs from the environment and apply them at opportunities (Crusan and Vera, 2004).

Organizational process:

Organizational process refers to different parts of the organization in a way that for following the organizational objectives, they work together coordinately to extend the organization performance and to maintain competitive advantage. Organizations must design their structures and systems for integrating the possible events of

environmental, strategical and technological etc.. Previous studies have shown experimentally that the integration, effectively effect on the organizational performance (Yuan Huang et al., 2010).

Organizational learning culture:

The concept of organizational learning culture is originated from the concept of organizational learning and learning organization and also refers to the time that organization consider the learning as completely critical for success in its business. Senge, (1990) found that learning and innovation are critical for companies to maintain a competitive advantage. Arjiris and eskon, (1978) also pointed out that satisfaction, loyalty, learning and capability, in comparison with morality, provide a basis for organizations to develop their main features and maintain a competitive advantage.

Dynamic capacity:

Tis, (1997) defined dynamic capacity as the company ability and capacity to integrate, build and reconfigure the internal and external capabilities to show rapid changes in environment. Hypothesis of dynamic capacity states that knowledge and information is a basic source for an organization to build a sustainable competitive advantage. Resource-based theory emphasizes that the competitive advantage and company growth, are functions of the unique set of resources, which have been used by individual companies. Moreover, this approach is extended to evaluate the dynamic capacity as the firm's unique ability to build, solidarity, reconfigure internal and external capabilities to demonstrate the rapid changes in the environment.

Organizational performance:

Organizational performance is an indicator, which measures how good an organization is achieving its goals. Organizational performance can be assessed through effectiveness and efficiency of the organization's achieved targets (Ho, 2008). Kenter and Binker Hof, (1981), defined the organizational performance as the actual outputs or results of an organization, as opposed to predetermined inputs or targets of that organization (Nir, 2008).

research history

In this study, we examined the effect of attainment between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity in Bank. As can be seen in Table 1 and 2, recent researches done domestic and foreign, are given as follows:

Table 1. domestic researches conducted in the field of research

Researcher(s)	Year	Research title
1 Sayyadi	2010	Investigation of the relationship between social capital and organizational learning in University of Tehran
2 Vaziri Rad	2009	Investigation of the relationship between social capital and developing organizational learning capacity
3 Yazdani	2007	Investigation of mutual relationship between the components of intellectual capital (human capital, structural capital, customer capital) and their effects on organizational performance of Mellat Bank Branches in Tehran
4 Bathaei	2007	Investigation of the effects of intellectual capital on organizational performance of companies under the Mines and Industries Development and Renovation Organization

Table 2. foreign researches conducted in the field of research

Researcher(s)	Year	Research title
1 Chang	2011	investigating the impact of social capital structure on organizational learning among 168 owners, supervisors and operational staff in the Acer company in Taiwan
2 Hughes et al.	2011	Investigating the relationship between network behaviors (not sharing the sources, common beliefs, participation of strategic network), social capital (in-group and out-group) and organizational learning (fast learning, acquiring knowledge)
3 Li & Fang	2010	The relationship between 3 dimensions of social capital's structural, relational and cognitive with organizational learning
4 Fang, et al.	2010	Investigating the role of social capital and organizational learning as complementary or substitutive role in capabilities for inter-organization technology transfer
5 Jiao and et. al	2010	Investigating the paths for developing dynamic capabilities: from the perspective of entrepreneurial orientation and organizational learning
6 Farahmand	2010	an strategic structure for organizational performance
7 Trevor	2010	organizational performance under vulnerability condition: a multi-agent perspective
8 Ghav and Zhang	2008	Investigating the organizational culture, social capital, organizational learning and knowledge integration capability
9 Rhodes, et al.	2008	Building an integrative model of organizational learning and social capital and its impact on effective knowledge transfer and perceived organizational performance
10 Chand	2007	the impact of HRM practices on organizational performance in Hotel industry in India

conceptual model of the research

Conceptual model of the present research is a result of studying the theoretical foundation of research and identifying the existing models related to the research subject, including model of Yuan Hang et al, (2010), which after that, the scope and indicators of the model were examined. The effect of attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity was extracted and then the researcher through examining, criticism and modifying the existing indicators, considered the considerable points, and then the indicators of the selected model and some new indicators were designed. Selected dimensions and indicators were examined by the experts and the important ones regarding the experts' vision, were selected as model dimensions and indicators.

Organizational performance	Dynamic capacity	Organizational processes
	1- strategic capacity	1- strategic integration
	2- innovation capacity	2- IT integration
	3- organizational management capacity	3- horizontal structure integration
		Organizational learning culture
		1- individual level
		2- team level
		3- organizational level

MATERIALS AND METHODS

Research Methodology

This research, is based on the objective -based classification among the applied researches and is considered as a descriptive – survey research in methodology. Statistical population of the research, are all employees in Tehran Tourism bank branches. The number of employees in mentioned organization is 262. In addition, sample size was estimated to 158 peoples using the Morgan table. Most important methods for data collection in this study are as follows:

- 1 – Library Study: In this section, in order to collect the information about the theoretical foundation and research literature, library resources, articles, required books, and also Global Information Network (Internet) are used.
- 2 - Field researches; in the field method in order to data collection, the researcher is forced to go outside and communicates with people, organizations and institutions. He must carry out his assessment tools or information containers and complete them by questioning, interviewing, observing and video recording. The tool used in this research for data collecting, includes the questionnaire of Yuan Hang, et al. (2010). Items available in these questionnaires were designed based on five-point LIKERT scale and to ensure content validity, these items were revised by supervisor and advisor as well as experts, and it was agreed that they used with some modifications (in accordance with the organization of study) and finally, its validity was confirmed by applying the considered changes. After validation, the questionnaires were distributed among bank employees and then were collected. In addition, the reliability of the questionnaire was calculated using Cronbach's alpha formula, which its average value

obtained from research questionnaire, was 0.923. Because this value is higher than 7/10, the reliability of the questionnaire was confirmed. Statistical analysis in this study was both descriptive analysis and inferential analysis and LISREL and SPSS softwares were used for data analysis.

3-1) research hypotheses

- 1 –Dynamic capacity has significant effect on organizational performance.
- 2 –Organizational process has significant effect on organizational performance.
- 3 - Organizational process has significant effect on dynamic capacity.
- 4 -Dynamic capacity has intermediary role between organizational learning culture and organizational performance.

RESULTS AND DISCUSSION

Results analysis and Suggestions

4-1) Characteristics of Respondents: General Characteristics of the respondents are summarized in Table 3:

Table 3. the general Characteristics of respondents

	Frequency percent				
Job position	Employee 23.4%	Expert 50.6%	Assistant 13.9%	Manager 5.7%	No answer 6.3%
Sex	Woman 43.7%		Man 55.7%		No reply 0.6%
Age	20 to 30 years old 17.1%	30 to 40 years old 57%	40 to 50 years old 22.2%	Above 50 years old 3.8%	
Educations	Diploma 12%	Foundation degree 11.4%	Bachelor's degree 55.1%	Master's degree 20.9%	No reply 0.6%

The model obtained from the LISREL structural equations will be expressed.

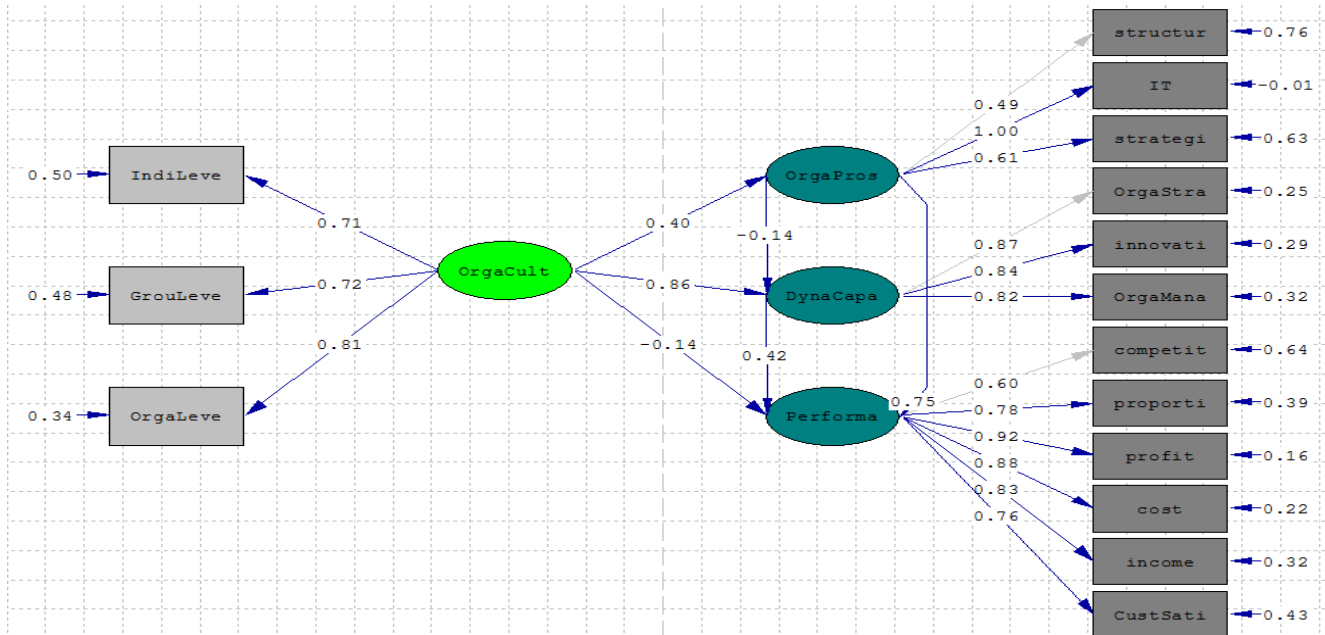


Figure 2. The final model of the research

Other values of the final model can be seen in Table 4:

Table 4. values of the final model

Relations of concepts with indicators in the model	The standardized value	Standard error	T value	The explained variance (R ²)	Significance level	Result
1 - Dynamic capacity has a positive and significant effect on organizational performance.	0.42	0.14	3.11	0.7	P <0.05	Support
2 - Organizational process has a positive and significant effect on organizational performance.	0.75	0.13	5.06	0.7	P <0.01	Support
3 - Organizational process has a positive and significant effect on dynamic capacity.	-0.14	0.076	-1.86	0.66	P <0.01	Reject
4 - Dynamic capacity has intermediary role between organizational learning culture and organizational performance.	0.36	0.087	28.33	0.7	P > 0.05	Support

Estimated values of factor loadings that are calculated through maximum likelihood method are shown in Figure 2. These values that are so-called λ , are used in order to estimate Maknoon variables scores in SEM (Structural equation modeling) analysis.

The standardized values of factor loadings demonstrating the standard relationship between the measuring model indicators are comparable. In addition, the standard errors of estimate indicate the amount of error in raw estimating of factor loadings, in which the smaller values (close to zero) indicate estimates that are more accurate and confidence interval is smaller.

T values that are obtained by dividing the estimate of factor loading by standard error, indicate that estimate of factor loading is significant (significant difference factor loading from zero). T values between -1.96 and 1.96 indicate the absence of a significant relationship between indicators and related Maknoon variable. T values between 1.96 and 3 indicate a significant relationship between indicators and related Maknoon variable with more than 95% confidence. T values equal to or greater than 3, indicate a significant relationship between indicators and related Maknoon variable with more than 99% confidence.

model fitting

Model fitting means that the observed variance - covariance matrix and predicted variance - covariance matrix by the model, should be close together or namely, should be fit together. How much the equivalent values in matrices are close together, model has more fitting. In modeling of the Structural equation, when we can trust to the model estimates, which the model has enough fitting.

Table 5. the fitting indicators for final model

Indicator title	Acceptable range value	Result
χ^2/df ¹	$\leq 3 \times \chi^2/df$	2.86 Model Verification
RMSEA ²	RMSEA < 0.09	0.000 Model Verification
GFI ³	GFI > 0.9	0.92 Model Verification
AGFI	AGFI > 0.85	0.88 Model Verification
CFI ⁴	CFI > 0.90	0.92 Model Verification
IFI ⁵	IFI > 0.90	0.93 Model Verification

Most fitting indicators that are used, indicate that this model has a good fitting. Therefore, we conclude that the research model has a relatively high ability to measure the main variable of the research. examine the results of the research hypotheses:

The first hypothesis – dynamic capacity has a positive and significant effect on organizational performance. Examining the results obtained from the model of measurement equations: according to the analysis results conducted in the previous chapter, the first research hypothesis, i.e. “dynamic capacity has a positive and

¹ Chi square divided to degree of freedom
² Root mean square error of approximation
³ Goodness of fit index
⁴ Comperation fit index
⁵ Inceremental fit index

significant effect on organizational performance ", was approved. The findings of this hypothesis were aligned with Chang (2011), Hughes et.al (2011), Li & Fung (2010), Sayadi (2010) and the Vazirirad (2009) researches.

The second hypothesis – organizational process, has a positive and significant effect on organizational performance.

Examining the results obtained from the model of measurement equations: according to the analysis results conducted in the previous chapter, the second research hypothesis, i.e. "organizational process, has a positive and significant effect on organizational performance ", was approved. The findings of this hypothesis were aligned with Chang (2011); Hughes et al, (2011); Li & Fung, (2010); Sayadi, (2010) and the Vazirirad, (2009) researches.

The third hypothesis - organizational process, has a positive and significant effect on dynamic capacity. Examining the results obtained from the model of measurement equations: according to the analysis results conducted in the previous chapter, the third research hypothesis, i.e. "organizational process, has a positive and significant effect on dynamic capacity ", was not approved. About the reason of this hypothesis, it can be said that yet, dynamic capacity in the considered organization, has little attention and we can cover this limitation with long-term planning. The findings of this hypothesis were not aligned with Chang, (2011), Hughes et al, (2011), Li & Fung, (2010); Sayadi, (2010) and the Vazirirad, (2009) researches.

The fourth hypothesis -Dynamic capacity has intermediary role between organizational learning culture and organizational performance.

Examining the results obtained from the model of measurement equations: according to the analysis results conducted in the previous chapter, the fourth research hypothesis, i.e. "organizational process, has a positive and significant effect on organizational performance ", was approved. The findings of this hypothesis were not aligned with Chang, (2011); Hughes et al, (2011); Li & Fung, (2010); Sayadi, (2010) and the Vazirirad, (2009) researches.

Research suggestions

Suggestions of the first hypothesis: According to approving this hypothesis, it is suggested for the Tourism bank senior executives, that focus on indicators of having a competitive flexibility than the other competitors in the banking industry in future, the bank ability in new business opportunity or in possible risk, having leaders with management features, a complete examination of employees ability and knowledge, the bank ability to assess the strengths and weaknesses of the organization, the ability to identify the route and schedule for research and improvement, the high ability of the bank in flexibility of product development or new technology, having the flexibility to understand the specific needs of customers, having the flexibility of communication and efficient coordination between the parts, help employees to balance between work and family time, and finally the bank effort to implement the mutual needs of employees, with society, hence in this way, the organizational performance is also improved.

Suggestions of the second hypothesis: According to approving this hypothesis, it is suggested for the Tourism bank senior executives, that focus on indicators of improving the change in competitive advantage over its biggest competitor in the past three years, improvements in market share over its biggest competitor, improvement in profit over its biggest competitor, reduce in the costs (product or services) over its biggest competitor, increase in incomes over its biggest competitor and increase in customer satisfaction over its biggest competitor, hence in this way, the organizational performance is also improved.

Suggestions of the fourth hypothesis: According to approving this hypothesis, it is suggested for the Tourism bank senior executives, that focus on indicators of having employees plan for their future works, give reward to the top employees, provide an open and honest feedback to each other, having human relationship and a good customer-orienting with employees, existing a good and suitable relationship between staff, existing a rich organizational culture and cultural intelligence in organization, creating equal educational opportunities for employee, existing the involvement of the employee in setting the organizational objectives, hence in this way, the organizational performance is also improved.

CONCLUSION

Today, all industries including banks are experiencing rapid changes. The roots of these changes can be the change in customer, competitors and suppliers needs or the changes in technology. These changes impose a lot of pressure on organizations to be flexible in the face of these changes, and hence they create an added value for their customers and differentiate themselves against their competitors, because no organization would have a sustainable competitive advantage. Therefore, a faster learning ability than the competitors is a sustainable competitive advantage for organizations. Organizations managers by promoting the learning level in organizations considerably can firstly improve competition power and also the innovation level in organization and secondly promote the organizational performance by improving competition power. In this research, we examined the effect of

attunement between organizational processes and organizational learning culture on organizational performance with mediatory role of dynamic capacity in Tehran Tourism Bank. The results showed that dynamic capacity and organizational process have a significant positive effect on organizational performance. In addition, organizational process had no significant effect on the dynamic capability and finally, the variable of dynamic capacity had a mediatory role for variables of organizational learning culture on organizational performance. According to the limitation of the researches conducted on the relationship between knowledge management and organizational performance, it is suggested in another study, a comparative study of two or more banks, as well as the use of quantitative methods for assessing process variables of organization process, Organizational learning culture, Dynamic capacity and Organizational performance be addressed. Among the limitations of this research, we can mention the following: the extent of influencing and determining factors in the field of organizational performance, wide geographical dispersion of branches of this bank in Tehran.

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