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The Impact of Organizational Learning and Organizational Innovation on Organizational Performance: A Case of an Internet Service Provider in Myanmar

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Abstract

This independent research has three main objectives: (1) to examine the factors impacting organizational performance, (2) to examine the impact of organizational learning on organizational innovation, (3) to help management to encourage and support organizational learning and organizational innovation among employees. The researcher used quantitative questionnaires distributed to 141 people and interviewed 13 people. The researcher employed Simple Linear Regression and Multiple Linear Regression to analyze data from the questionnaire and contents analysis for the interviews. The quantitative findings indicated that organizational innovation has more impact on organizational performance than organizational learning. Moreover, the researcher found that organizational learning impacts organizational innovation while the qualitative findings implied that the organization should promote organizational learning and innovation to improve organizational performance. Based on the findings, it is recommended that (1) the organization should establish better and proper reward policies for new ideas and innovations proposed by employees and (2) it should provide more well-designed wellness programs to retain employees and create multiple recruiting strategies to attract talents and (3) the organization should encourage employees to improve their professional competencies actively.

Keywords: organizational learning, organizational innovation, organizational performance

Introduction

Organizations with the best chance to succeed and thrive in the future are learning organizations. Leavy (1998) found that failure to innovate might fail to survive. García-Morales (2007) also found that continuous learning is essential to improving the organization's capabilities.

With globalization and a rapidly changing environment, there is very high competition in businesses. If a business does not innovate, it will not have new ideas and new products to offer to the marketplace, and it will not have enough competitiveness to survive. For the organization to gain its competitive advantage, it must learn continuously and must be able to learn faster and better from its previous successes and failures, from within and

from outside (Marquardt, 1996). Organizational learning enhances organizational innovation and improves knowledge acquisition, sharing, utilization, and knowledge management capability development contributes to the establishment of organizational development, and technology companies should utilize organizational knowledge to enhance organizational innovation and performance.

The focal company for this study is a leading internet service provider in Myanmar named ABC Technology Company (“ABC”). ABC was founded in 2002. It provides internet services to consumers and enterprises. Myanmar is developing, and internet demand is so high. On the other hand, the competition in the market is so high, and innovation and organizational capabilities are very critical to lead in the market. According to the company’s management, the company has loyal employees and good teamwork, but middle management does not clearly understand organizational learning and organizational innovation. The employees do not commit to organizational learning and do not understand how to improve organizational performance through organizational learning. To meet the company’s vision “To bring the quality of life to Myanmar people and sustain an energetic, innovative Myanmar business organization,” the management needs to encourage and support organizational learning and organizational innovation to improve organizational performance.

Research Questions

The following questions are posed:

- What are the key factors impacting the organizational performance of an Internet and Communications Service Provider Company?
- How does organizational learning impact organizational innovation of an Internet and Communications Service Provider Company?
- How does management encourage and support learning and innovation among employees?

Research Objectives

The key study objectives are:

- To examine the factors impacting the organizational performance of an Internet and Communications Service Provider Company
- To examine the impact of organizational learning towards organizational innovation of an Internet and Communications Service Provider Company
- To help management to encourage and support organizational learning and organizational innovation among employees

Significance of the Study

This study would benefit the top management and middle management of the company because this study is designed to provide a better understanding of the impact of organizational learning and organizational innovation towards organizational performance, to help management to encourage and support innovation and learning among employees and how to enhance organizational performance through learning and innovation.

In addition, this helps organizational development practitioners to understand more about the impact of organizational learning towards organizational innovation and how to

enhance organizational performance through organizational learning and innovation in Myanmar.

Literature Review

Organizational Learning

Many definitions of the term organizational learning exist. Most definitions focus on the importance of acquiring, improving, and transferring knowledge, facilitating individual and collective learning, and integrating and modifying behaviors and practices of the organization and its members as a result of the learning (Ellinger, Yang & Howton, 2002). Through learning, organizations can adapt to the environmental constraints, avoid the repetition of past mistakes and preserve crucial knowledge that might otherwise be lost. Organizational learning is also considered as the process of developing new knowledge and insights derived from common experiences of people within the organization and it has the potential to influence behaviors and improve a firm's capabilities (Maktabi & Khazaei, 2014). In order for organizations to improve their performance, they need to focus on continuous learning and use of knowledge, which can serve as a critical key to success for facilitating individual, team, and organizational learning (Alipour & Karimi, 2011).

Organizational Innovation

Organizational innovation is the implementation of a new or significantly improved product, or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations. Organizational innovation is the multi-stage process whereby organizations transform ideas into new/ improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace (Phan, 2019). Organizational innovation is considered as the utilization of the new ideas and their application to the organizational management (Hui, Radzi, Jenatabadi, Kasim & Radu, 2013).

Organizational Performance

Organizational performance is an indicator which measures how well an enterprise achieves their objectives. An organization can assess organizational performance according to the efficiency and effectiveness of goal achievement. A number of indicators have been adopted to measure organizational performance since mid-1900, such as profit growth rate, net or total assets growth rate, return on sales, shareholder return, growth in market share, number of new products, return on net assets, etc. (Maktabi & Khazaei, 2014). Organizational performance is defined in terms of quality, productivity, profitability, organizational competitiveness, and employee commitment indicators (Kontoghiorghes, Awbrey & Feurig, 2005)

This section reviews the literatures on the concepts of organizational learning, organizational innovation and organizational performance. Theories and results of previous empirical studies on the relationship among organizational learning, organizational innovation and organizational performance are explored to build hypotheses that are meant to be suitable for the study context.

Table 1*Summary of Previous Studies*

Literature	Author(s)/Year	Key Concepts from Previous Studies
The impact of organizational learning on organizational performance and organizational innovation: Evidence from bank industry of Iran (2014)	Maktabi and Khazaei, (2014)	<ul style="list-style-type: none"> Organizational learning has a significant influence on organizational innovation and performance. Innovation can lead to higher productivity, greater production efficiency, increase market shares, and increased revenue. Innovation makes organizations provide various products and services that can make organizations more competitive and improve organizational performance. Organizational learning significantly and positively impacts organizational performance. Organizational learning will improve the organization's innovativeness and competitiveness, especially in knowledge and technology-intensive industries. Organizational performance is an index which measures how well an organization achieves their objectives and goals. Organizational performance can be assessed according to the efficiency and effectiveness of goal achievement.
Influence of Organizational Learning and Innovation on Organizational Performance in Asian Manufacturing Food Industry	Hui, Radzi, Jenatabadi, Kasim and Radu, (2013)	<ul style="list-style-type: none"> Continuous learning is crucial to improve organizational innovation capability. The failure to innovate may result in non-survival. The authors have concluded that the greater the learning orientation, the higher the company's innovation level. Learning is regarded as a key driver of innovations. Innovation can generate competitiveness and achieve optimal performance levels.
Demonstrating the value of an organization's learning culture: the dimensions of the learning organization questionnaire (2003)	Marsick and Watkins, (2013)	<ul style="list-style-type: none"> Organizational learning is a collective experience. Learning at the organizational level is not the sum of many people learning. Individuals carry within them a microcosmic portrait of the organization. There are seven dimensions of the learning organization that form the Dimensions of Learning Organization Questionnaire (DLOQ).
Does organizational innovation always lead to better performance? A study of firms in Vietnam	Phan, (2019)	<ul style="list-style-type: none"> Innovation means the development of something new that is beneficial to the innovator. Innovation also relates to production methods, procedures, production technologies and administrative changes. Organizational innovations are related to administrative efforts to redesign and renew processes, practices, methods, and routines. Organizational innovation improves its performance by learning and the acquisition and

		<p>application of new knowledge, insights and technologies, improving work, and information exchange quality.</p>
<p>Mediation Role of Innovation and Knowledge Transfer in the Relationship between Learning Organization and Organizational Performance</p>	<p>Alipour and Karimi (2011)</p>	<ul style="list-style-type: none"> • The most important objective for all organizations is to get very high performance and outcomes. • Learning organizations continuously support, encourage, accelerate, and reward individual learning through an organizational system. • Organizations will not be sustainable and competitive without continuous learning in chaotic and changing environments. • Learning organizations at the individual, team, and organizational levels can promote innovation and knowledge acquisition and transfer within organizations which in turn helps to improve organizational performance.
<p>The Relationship Between the Learning Organization Concept and Firms' Financial Performance: An Empirical Assessment</p>	<p>Ellinger, Yang and Howton, (2002)</p>	<ul style="list-style-type: none"> • Organizational learning is a means of acquiring, improving, and transferring knowledge, facilitating individual and collective learning, and integrating and modifying the organization's behaviors and practices due to the learning. • Learning organizations are market-oriented with an entrepreneurial culture, a flexible and agile organic structure, and having facilitative leadership. • Adopting learning organization strategies should be promoted at the individual, team, and organizational levels, and that such enhanced learning should yield performance gains. • A learning organization learns continuously and transforms itself.
<p>Towards a learning organization (1995)</p>	<p>Murdoch, (1995)</p>	<p>This article is mainly about an education organization, Brooksby College, and how to become a learning organization.</p> <ul style="list-style-type: none"> • A shift of mind is most important • Need both adaptive and generative learning • Openness, localness, double-loop are keys • All staff involved must make a commitment
<p>Shared vision: a development tool for organizational learning (2007)</p>	<p>Hoe, (2007)</p>	<ul style="list-style-type: none"> • A shared vision is the broad outline for strategy development and is very important as a guideline to members of an organization on what knowledge to learn and share. • A shared vision also provides a reference point where there exists a diversity of viewpoints. • A shared vision is very important for organizational learning because it provides the focus and energy for learning.
<p>On differences between organizational learning and learning organization (2001)</p>	<p>Ortenblad, (2001)</p>	<p>Learning organization is an ideal form of organization. Organizational learning is an activity or process.</p> <ul style="list-style-type: none"> • Learning organization <ul style="list-style-type: none"> • Entities of learning: individuals • Knowledge storage: inside and outside individuals

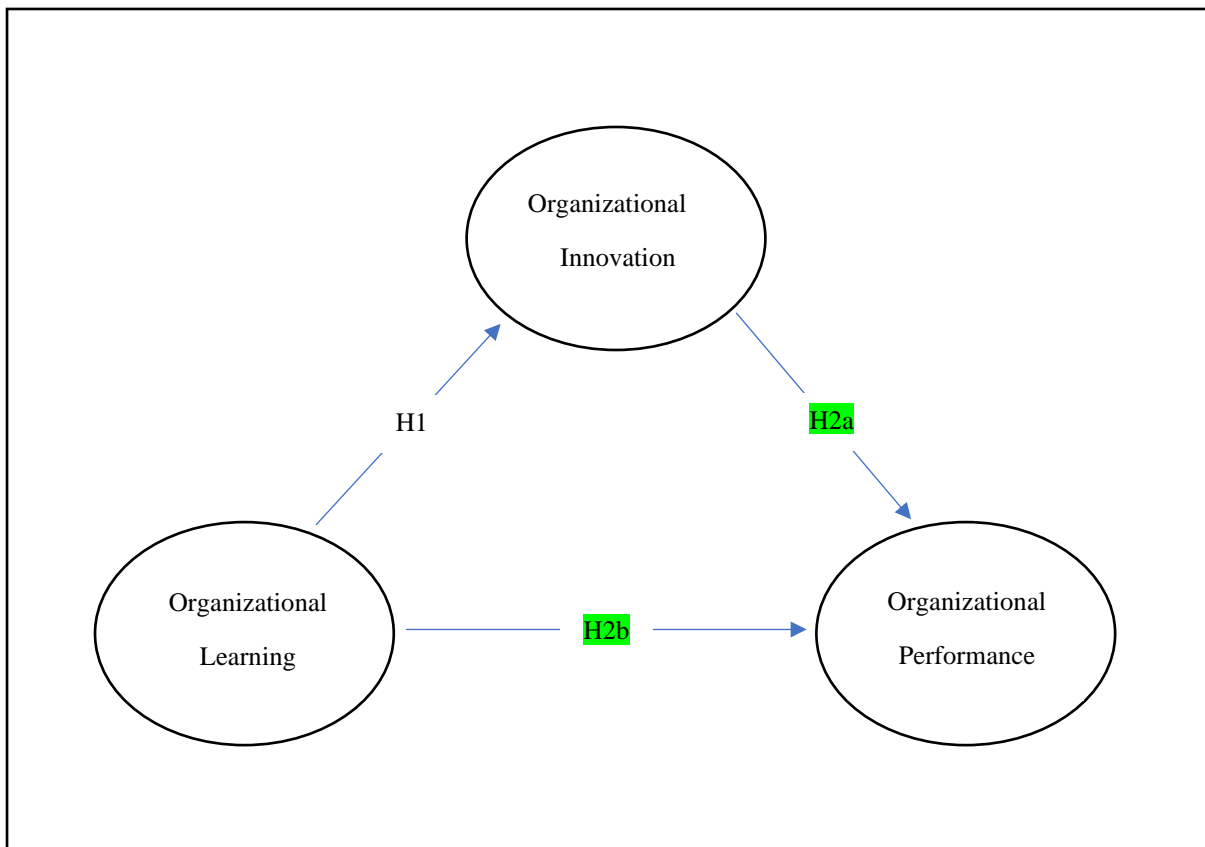
		<ul style="list-style-type: none"> • Organizational learning <ul style="list-style-type: none"> • Entities of learning: individuals, the organization, the collective • Knowledge storage: outside individuals, knowing
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Conceptual Framework

The conceptual framework was created based on the research framework of a study entitled “The impact of organizational learning on organizational performance and organizational innovation: Evidence from bank industry of Iran” (Maktabi & Khazaei, 2014) The independent variables are Organizational Learning and Organizational Innovation, whereas the dependent variable is Organizational Performance.

Figure 1

The Conceptual Framework



Research Methodology

Population

The total population of the company was 154 people. The researcher focused on employees who work in permanent positions, excluding contract-based and freelance. They are Chief Commercial Officer, Chief Technical Officer, Chief Operation Officer, General Managers, Assistant General Managers, Managers, Assistant Managers and Supervisors.

Sample

The researcher referred to Krejcie and Morgan Table (1970) to determine the sample size. For the population of 154 people, the sample size is 113 people. The questionnaire was sent to the population of 154 people, and 141 people answered and replied, which is, nevertheless, more than the sample size of 113 people. They are from different hierarchies, positions, and departments with highly diversity of working behavior and job descriptions. Their areas of responsibility involved organizational learning, organizational innovation at high level for reaching the expected organizational performance.

Research Design

The researcher applied mixed methods in this research .

Quantitative Research

The researcher used the questionnaires as an instrument to examine the hypotheses proposed in the conceptual framework. The questionnaire has two parts. The first part is the demographic section. The second part contains the questions related to the variables from the framework of the research. The questionnaire has to be answered by using the 5-points rating scale from strongly agree to strongly disagree. The researcher adopted the questionnaires from the previous studies of Maktabi and Khazaei (2014) and Marsick and Watkins (2003).

The researcher did reliability testing of the questionnaire by using Cronbach's Alpha testing. The Cronbach's Alpha results of organizational learning, organizational innovation, and organizational performance are 0.836, 0.739, and 0.725 respectively, which are above 0.70, and so the questions are valid. There are 4 questions related to organizational learning, 4 questions for organizational innovation and 5 questions for organizational performance.

Table 2

Quantitative Questionnaire

Organizational Learning	<ul style="list-style-type: none"> - My organization supports and encourages employees to share knowledge and experiences. - Employees in my organization actively find out the current market and related new product information. - Employees in my organization actively learn for their knowledge, skills and professional competencies. - Employees in my organization set work-related goals and try to accomplish them.
Organizational Innovation	<ul style="list-style-type: none"> - My organization appreciates and values innovations that will enhance competitive strength. - My organization gives rewards for new innovations and ideas proposed by employees. - My organization encourages employees to participate in creating new ideas, new products, new business models. - My organization encourages employees to bring the customer's view to create something innovative.
Organizational Performance	<ul style="list-style-type: none"> - My organization has the ability to provide customers with high quality goods and services. - My organization has multiple recruiting strategies to attract talents. - My organization provides well-designed programs for wellness to attract and retain employees. - My customers are satisfied with my organization's service quality and efficiency. - My organization values the interactions between management and staff and among the staff themselves.

Qualitative Research

The qualitative research used the AI (Appreciative Inquiry) questions to explore current learning and innovation orientation and the needs of the employees. AI is a positive model for helping people, teams, organizations and societies to develop. It focuses on human beings at their best. (Cooperrider & Whitney, 2005) It starts by helping people to define the question or topic they want to explore. It then invites them to go through four steps :- discovery, dream, design and delivery(destiny).

The researcher interviewed 13 employees who were representatives from every department and they were a mix in terms of age, gender, and the position levels. Table 3 show the six questions.

Table 3*Qualitative Questions*

1	What kind of learning and knowledge, experience sharing activities does your company have?
2	Could you please describe the best moments when you adapted new skills and knowledge for the organization? What are 3 key sources you learned your new skills and knowledge from?
3	What kind of innovations did your organization make successfully in terms of products and services, idea, process and technology?
4	What are 3 key areas you want to innovate more for the organization?
5	Is there any performance growth in your organization and how is the growth in terms of number of new customers, market shares, number of employees?
6	Did your organization get any industrial awards or international awards? Which made your organization get those awards?

Data Analysis

The researcher used simple linear regression and multiple linear regression as inferential statistical analysis and contents analysis for interviews to analyze the qualitative data.

The qualitative data were drawn from the interviews by using the thematic coding method because it is a type of qualitative data analysis that finds themes in text by analyzing the meaning of words and sentence structure. When the researcher used thematic coding to analyze the interviewees' feedback, the researcher can learn which themes are most frequent in feedback. Different researchers have different processes, but manual thematic coding usually looks like as follow:

1. Read through the data to get a sense of what it looks like. Assign the first set of codes.
2. Go through the data line-by-line to code as much as possible. The codes should become more detailed at this step.
3. Categorize the codes and figure out how they fit into the coding frame.
4. Identify which themes come up the most — and act on them.

The Statistical Hypotheses

The researcher explored theories and results of previous empirical studies to design the hypotheses. There are two hypotheses for this study. The components of the first hypothesis are organizational learning and organizational innovation. The components of the second hypothesis are organizational learning, organizational innovation and organizational performance.

H1₀: Organizational learning does not significantly impact organizational innovation in an internet and communications service provider company

H1_a: Organizational learning significantly impacts organizational innovation in an internet and communications service provider company

H2_{a0}: Organizational innovation does not significantly impact organizational performance in an internet and communications service provider company

H2a: Organizational innovation significantly impacts organizational performance in an internet and communications service provider company

H2b: Organizational learning does not significantly impact organizational performance in an internet and communications service provider company

H2b_a: Organizational learning significantly impacts organizational performance in an internet and communications service provider company

Results

Quantitative Results:

The Hypotheses Testing Results

Simple Linear Regression was used to test hypothesis 1 which is the impact of organizational learning on organizational innovation. It focused on only one predictor variable.

Simple Linear Regression Model Summary of Hypothesis 1

Table 4

R Square Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	0.536	0.532	0.38212
a. Predictors: (Constant), Organizational Learning				

The R Square is 53.6 percent. Based on the result shown in the table, the R square explained the impact of organizational learning on organizational innovation at 53.6 percent. This number represented the validity of the result.

Table 5

Results of Simple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.037	0.261		3.973	0.000

	Organizational Learning	0.758	0.060	0.732	12.662	0.000
a. Dependent Variable: Organizational Innovation						

Table 5 shows that organizational learning has a significant impact on organizational innovation. The p-value is less than 0.05.

Multiple Linear Regression Model Summary of Hypothesis 2a and Hypothesis 2b

The researcher used multiple linear regression analysis to test the significant impact of organizational innovation on organizational performance including the impact of organizational learning on organizational performance. Results of the multiple regression analysis showed that the significant level was less than 0.05 which means both organizational innovation and organizational learning significant impact organizational performance.

Table 6

Results of Multiple Linear Regression

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.171	0.265		4.418	0.000	
	Organizational Learning	0.228	0.085	0.238	2.694	0.008	2.153
	Organizational Innovation	0.476	0.082	0.515	5.827	0.000	2.153
a. Dependent Variable: Organizational Performance							

Table 6 presents two independent variables consisting of organizational learning and organizational innovation that have significant impact on organizational performance. However, organizational innovation has a higher beta at 0.515 than organization learning which only has 0.238 as beta values. Therefore, organizational innovation has greater impact on organizational performance.

Table 7

Summary of Hypotheses Testing

Hypotheses Number	Hypotheses	Standardizer coefficient	Level of Sig	Results
		(Beta)		
H1₀:	Organizational learning does not significantly impact organizational innovation in an internet and communications service provider company.	.732	.000	Rejected H1 ₀
H1_a:	Organizational learning significantly impacts organizational innovation in an internet and communications service provider company.			
H2a₀:	Organizational innovation does not significantly impact organizational performance in an internet and communications service provider company.	.515	.000	Rejected H2a ₀
H2a_a:	Organizational innovation significantly impacts organizational innovation in an internet and communications service provider company.			
H2b₀:	Organizational learning does not significantly impact organizational performance in an Internet and Communications Service Provider Company.	.238	.000	Rejected H2b ₀
H2b_a:	Organizational learning significantly impacts organizational innovation in an internet and communications service provider company.			

Table 10 presents the summary of hypotheses testing. It shows that organizational learning significantly impacts organizational innovation. Moreover, both organizational learning and organizational innovation significantly impact the company’s organizational performance.

Qualitative Results

Interview Findings

Based on the qualitative data from Table 8, the researchers found that the company has many learning activities and facilities such as quarterly Makers’ conferences, annual retreats, experience and knowledge sharing among colleagues, and Workplace collaborative software. Other learning sources include online learning from HBR, Udemy, Coursera, self-study, and colleagues. The respondents proudly said they had many innovations last year, including digital transformation for business continuity, more efficiency for service delivery, better customer experience with an online customer portal, mobile application, online payments, and Omni communication channels. However, they think that many areas still need to be improved and innovated more. They are customer care and services, HR processes, supply chain management, location-based service availability check, and network and data center monitoring systems. All respondents replied that there is much growth in organizational performance regarding the number of customers, market share, brand ranking, number of employees, and more agility. The company received many awards, including

Speedtest Award, Best Company to Work, Employer Awards for Learning & Development, Best Use of IT in HR, Best Marketing, Best Recruitment Strategy, CSR Awards, and the respondents believe that they got those awards because of the innovation and organizational performance, unity, great workplace and leadership, passion and hard work, perseverance, teams learning, sharing and customer-focused culture.

Table 8*Summary of Qualitative Results*

No.	Question	Common Theme
1	What kind of learning and knowledge, experience sharing activities does your company have?	Makers' conferences, experience and knowledge sharing, Workplace collaborative software, Annual retreat.
2	Could you please describe the best moments when you adopt new skills and knowledge for the organization? What are three key sources you learn new skills and knowledge from this company?	The best moments are learning new skills and new knowledge that can be applied in work immediately, such as agile culture, customer-focused culture, crisis management, digital transformation during the Covid-19 pandemic, innovation in uncertain situations, and lean process with real case studies. Key learning sources - experience and knowledge sharing from colleagues in Makers' conference, online learning from HBR, Udemy, Coursera, TED Talks, YouTube, Self-study, Customers, Training
3	What kind of innovations your organization made successfully in terms of products and services, ideas, processes, and technology?	Digital transformation, Innovations for better customer experience such as Customer online portal and mobile application, online payments, Omni customer communication channels, process innovation with new software platform SDM
4	What are three key areas you want to innovate more for the organization?	Customer care, service, communication; Digital transformation in the supply chain, HR, administration department; location-based service availability check; more enhancement in Service delivery management (SDM) system; More advanced network monitoring system and data center
5	Is there any performance growth in your organization, and how is the growth in terms of the number of new customers, market shares, number of employees?	Yes, organizational performance growth in terms of number of customers, market shares, brand ranking, number of employees, and more agility

6	Did your organization get any Industrial awards or international awards? Which made your organization get those awards?	<p>Yes - Awards are Speedtest Award, Best Company To work, Employer Awards for Learning & Development, Best use of IT in HR, Best Marketing, Best Recruitment Strategy, CSR Awards</p> <p>The reasons for getting the above awards are innovation and organizational performance, unity, great workplace and leadership, passion and hardworking, perseverance, teams learning, sharing, customer-focused culture</p>
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Discussion of Results

This study used the form of an interview, through the interview of 13 employees, mentioned that their organization achieves many international awards and high performance in terms of number of new customers, number of employees and market share because of organizational learning and organizational innovation. One of the interviewees expressed his feeling during the interview that:

“The organization had triple sales growth even in Covid-19 pandemic, and created more than one hundred new jobs opportunities” and “The organization got many international awards because of learning and sharing knowledge and experience all the time and innovation to meet customer needs and wants.”

Ellinger, Yang and Howton, (2002) stated that adopting organizational learning strategies should promote individual, team, and organizational learning and that such enhanced learning should yield performance gains. Since performance is a key concern to all firms, organizations should encourage employees to share knowledge and work experiences, and employees should actively improve their professional competencies to enhance organizational performance. Based on the findings from qualitative analysis, innovating digital transformation, innovations for better customer experience such as customer online portal and mobile application, online payments, omni customer communication channels, process innovation with new software platform Service delivery management (SDM) are critical areas of organizational innovation for enhancing the organization’s performance.

According to the quantitative findings, organizational learning has a significant impact on organizational innovation in this company which is consistent with the findings of Maktabi and Khazaei, (2014). Organizational learning will enhance a firm's innovativeness, especially in knowledge intensive industries. Organizational learning is one of the key factors that improves an organization’s innovative capability which is inline with “the degree of organizational innovation capability depends on the level of the learning orientation of that organization. The greater the learning orientation, the higher the company’s innovation level” (Hui, Radzi, Jenatabadi, Kasim & Radu, 2013).

Both of the variables, organizational learning, and organizational innovation, have a significant impact on organizational performance which supports previous research of Hui, Radzi, Jenatabadi, Kasim and Radu, (2013) that shows that organizational innovation can

produce some competitive ways and achieve optimal performance level and organizational learning is an important mean of facilitating learning and knowledge creation and management, and has been viewed as an important strategy for making improvements in organizational performance in order for the organization to remain competitive. Moreover, organizational innovation has a higher beta than organization learning; this suggest that organizational innovation is a more important variable to improve organizational performance than organizational learning.

Therefore, to enhance organizational performance through innovation, the management should value innovations and establish reward policies for new ideas and innovations proposed by employees. The management should also create and promote the eagerness to learn among their employees to develop new skills and share existing knowledge.

The findings of this study will help practitioners in the technology sector, especially in Myanmar, improve organizational performance. Technology for humanity is the trend of the industries in the sector then strengthening organizational innovation and enhancing organizational learning as the results of this study may significantly improve organizational performance.

Conclusions and Recommendations

According to the research findings, both organizational learning and organizational innovation significant impact organizational performance. The organizational innovation impacts organizational performance more than organizational learning in an internet and communications service provider company in Myanmar. Moreover, organizational learning also significantly impacts organizational innovation in this organization.

This study covered the factors which impact organizational performance. Thus, the researcher would like to propose the following to improve the performance of the organization in this study.

The organization should establish better and proper reward policies for new ideas and innovations proposed by employees including provide more well-designed programs for wellness to attract and retain employees and create new recruiting strategies to attract talents. Moreover, the organization should encourage employees to improve their professional competencies actively, eventhough there are already many existing learning activities and facilities.

Finally, the organization should support more online learning sources which are relevant and can be applied to work. The organization should listen to the employees and support improving their competencies for areas where innovation is necessary.

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