

Research on the Relationship among Leadership Behavior, Organizational Learning Ability and Organizational Performance

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Abstract: Leadership behavior of entrepreneurs often influences organizational performance through organizational level. Therefore, the author studies the relationship between leadership behavior, organizational learning ability and organizational performance. Research shows that leadership behavior has a positive impact on organizational learning, and both management innovation and technological innovation have a positive impact. Organizational learning ability has direct influence on management innovation and technological innovation of organizational performance, and indirect influence on organizational performance through organizational performance. The effect of leadership behavior on organizational performance is greater than the impact of technological innovation on organizational performance. Overall, the overall theoretical model configuration of this study is consistent with the acceptable fitness level, indicating that the theoretical framework of the study can be supported, so the relationship between organizational learning ability and organizational performance as leadership behavior does exist.

1. Introduction

Entrepreneurs are given the highest decision-making power in terms of resource allocation, talent use and strategy formulation. They are at the forefront of organizational power distribution, which makes them have an important impact and contribution to enterprises [1]. Organizational innovation is also an important corporate function, and innovation may be a new product, a new service, a new technology, or a new management method [2]. Based on the narrative of Proposition 1, this study proposes the following hypothesis in empirical research, which is to be verified: Leadership behavior has a positive impact on organizational learning. Organizational learning has a positive impact on organizational performance [3]. As the most important pillar of the knowledge economy, the knowledge industry has become the most dynamic cell in the era of knowledge economy [4]. In the early 1970s, the United Nations Educational Conference organized a proposal for "lifelong education" and targeted "advancing to a learning society" [5]. In the process of organizational learning, individual learning outcomes play an important role in promoting the learning outcomes of the whole organization, but organizational learning is not simply the superposition of individual learning [6]. It is the joint action of a joint force formed among the members of each organization. Many factors such as learning ability, learning interest, knowledge level and organizational culture of organizational members have great influence on organizational learning ability. Therefore, it is of great guiding significance for theory and practice to study how its leadership behavior influences organizational performance by influencing organizational learning ability.

Leadership is a clear vision that internalizes values among members and creates an environment for achieving tasks. The relationship among leadership behavior, organizational learning and organizational performance: the relationship among leadership behavior, organizational learning and organizational performance [7]. In this study, proposition 1 is presented: leadership behavior of an organization has a significant impact on organizational performance through organizational learning [8]. As a form of social organization, the fundamental purpose of enterprises' operation is to create value, and the competitiveness of enterprises in the final analysis is reflected in the ability of enterprises to create value. In the 1990s, a Dutch research team surveyed companies in Europe and Japan and found that the average life expectancy of all companies was only 12.5a, mainly due to the lack of fast and effective learning ability [9]. It is mainly divided into four learning sessions:

study preparation - communication and discussion - knowledge integration - evaluation. Organizational learning orientation (ie, higher levels of organizational learning and leadership behavior have a significant positive impact on performance. And learning orientation has a more significant impact on performance than leadership behavior [10]. In the face of intense In the environment of competition and uncertainty, the organization's innovation is more important for the survival and growth of the organization. The study of the organization that plays an important role in the value creation of the enterprise is undoubtedly playing a key role in the process of enterprise value enhancement. The role of organizational learning is therefore becoming more and more the focus of the theoretical and business circles.

2. Research Framework Design and Research Hypothesis

2.1. Research framework design

For the study of leadership behavior, two-dimensional classification models are commonly used, such as task-type relationship, transaction type-transformation type, authoritative type-participation type classification. Organizational learning can transform the ability to learn, adjust, and change into organizational culture, and its value, policy, system, and structure can support people to learn. The dual-core model of innovation and technological innovation is the most widely recognized and adopted by scholars. Therefore, knowledge is gradually seen as a strategic resource. Since organizational learning is not the sum of individual learning, the organizational learning ability is not the sum of the individual learning ability, but the learning ability formed by the organization based on individual learning ability. Firstly, in order to improve the learning effect, we should strengthen the learning motivation of the members of the organization and give them some encouragement. Because there are differences in the three dimensions of leadership behavior, it can only perform better in two dimensions at most. It is difficult to find leadership behavior with high scores in three dimensions. Therefore, leaders should not blindly follow the new management trend in their management plans. After effective selection, it should be included in the part of enterprise competition strategy, persuade senior managers to recognize and implement, and form a part of enterprise organization, in order to achieve final success.

2.2. Research hypothesis

An entrepreneur's leadership behavior can greatly influence organizational learning ability by assigning, empowering and motivating his subordinates' tasks. In the application of management tools, leaders must adjust their organizational resources and capabilities to achieve the overall strategic objectives. Although management innovation is not as frequent or easy to see as technological innovation, the impact of management innovation and technological innovation on performance is equally important, and the two types of innovation are mutually reinforcing. However, many enterprises have found that organizational learning is not a simple thing to help them build competitive advantage. Although organizational learning ability is an important indicator reflecting the efficiency and effectiveness of organizational learning, many scholars have conducted exploratory research on organizational learning ability and its importance. However, due to the different focus of research questions, there are some differences in the understanding of organizational learning ability. With the development of society, the competition among enterprises is getting bigger and bigger, and with the rapid advancement of technology, only learning organizations can survive better. Within the enterprise, through effective organizational learning, fundamental threats and challenges can be fundamentally resisted. Although this is not a direct effect, the impact of will and motivation is also large, and we assume that it has a greater impact on organizational learning capabilities.

3. Leadership behavior, Organizational Learning and Organizational Performance

3.1. Relationship between leadership behavior and organizational performance

Leaders will first establish their direction by sketching the vision, then communicate with people and motivate them to overcome obstacles to get people's cooperation. Whether organizational learning has a positive impact on organizational performance, and then synergy with performance; and attempts to construct a correlation model. For enterprises, the ability to conduct organizational learning will become an important capability for enterprises to establish competitive advantage. At present, the research on organizational learning ability has three perspectives: knowledge dissemination perspective, adaptation environment perspective and innovation perspective. The domestic channels for improving the learning ability of the organization mainly focus on four aspects: learning mechanism, information technology, thinking mode and learning channel. Learning organizations will create a new world, not simply respond to it. Therefore, it is very important to improve organizational learning ability, which is related to the shaping of soft power, the enhancement of core competitiveness, and the development and destiny of enterprises. When doing linear regression, we adopt the method of stepwise regression. In order to have ideal efficiency, an organization must have good leaders and management behavior to ensure that the vision and strategy provided by leaders can be transformed into a formal and feasible plan, and the implementation of work objectives through the operation of the organization. Finally, monitoring the results of the whole plan is in line with the strategic objectives of the organization.

3.2. The relationship between organizational learning and organizational performance

In the knowledge economy, the production, dissemination, exchange and utilization of knowledge will be an important driving force to realize economic value-added. Through organizational learning, enterprises can acquire knowledge about the internal and external environment of enterprises. It is of great significance for enterprises to formulate strategies and improve enterprise performance. However, the relationship between organizational learning and enterprise performance is still controversial. With the intensification of competition among enterprises, a variety of problems will arise in the development process of enterprises. Among the three types of leadership behavior, entrepreneur change-oriented behavior has the most important positive impact on improving organizational learning ability. Since the conceptual model of this study is constructed for the first time according to the relevant foreign literature, whether this model is suitable for Taiwan, even for the high-tech information and electronic industry, remains to be verified. It is known from the weights of the typical variable factor items of each facet, and the importance of the company's organizational learning to emphasize the advantages of innovation is aggravated. It can relatively enhance the employee's recognition of the business-oriented concept of leader leadership behavior. The source of competitiveness of enterprises will shift from the original tangible form to the intangible knowledge form. In theoretical research, people not only assume that organizational learning has an impact on business performance. At the same time, it is also believed that corporate performance will promote organizational learning. Organizations can learn from organizational performance feedback. Enterprise performance is a variable in the organizational learning process model.

4. Conclusions

According to the degree of influence from high to low, the first is change-oriented leadership behavior. The second is relationship-oriented leadership behavior. The third is task-oriented leadership behavior, which suggests that Chinese entrepreneurs need to use three more oriented leadership behaviors in order to improve organizational learning ability. In particular, emphasis is placed on change-oriented leadership behavior and relationship-oriented leadership behavior. Therefore, this study constructs a theoretical model through literature exploration and exploratory interviews. First, leadership behavior affects organizational learning and organizational performance

and thus affects organizational performance. Organizational learning directly and indirectly affects organizational performance through organizational performance, and organizational performance can be divided into management innovation and technological innovation, and there will be an interaction between the two. The organizational learning ability of enterprises includes four aspects: the ability to acquire knowledge, the ability to transform knowledge, the ability to apply knowledge and the ability to protect knowledge. It can be seen that the influence of organizational learning ability on management innovation is greater than that of technological innovation, which may be the reason why Chinese enterprises pay more and more attention to management innovation in recent years. Active organizational learning is conducive to the integration of enterprise resources. It can not only improve the learning ability and comprehensive quality of team members, but also enhance the soft power of enterprises invisibly, and provide necessary support for the future development of enterprises. Through the construction of each sub-competency system, the organization can improve its learning ability and help to achieve better performance.

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