



## Learning Organization on Technological Company in Beijing, China: Perspective of ABC Company Employees

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### Abstract

**Background and Aim:** Learning organizations incorporate knowledge to improve workforce behavior and address societal, competitive, and economic challenges, adapting management styles and innovations to maintain competitive advantages. This research aims to investigate the level of the opinion of employees on the learning organization of ABC Company in Beijing, China, and to study the guidelines to improve the learning organization of ABC Company in Beijing, China.

**Materials and Methods:** This research is a quantitative research method. The ABC Company is a technological company which was located in the company in Beijing, China. The number 323 employees of CCIC Company are identified as the sample size for this study. The questionnaire was used as the research tool. The statistical parameters, such as the mean and standard deviation, were utilized to analyze the data and determine the presented information.

**Results:** Beijing employees highly value ABC Company's learning organization, promoting self-determination, innovation, cooperation, and risk-taking. Key factors include team learning, open-minded thinking, commitment, system thinking, and vision sharing. Continuous learning is crucial for organizational success.

**Conclusion:** Beijing employees value ABC Company's learning organization, promoting self-determination, innovation, cooperation, and risk-taking for organizational success. A learning organization should develop employees with a common vision, foster creativity, and collaborate, ensuring knowledge exchange and self-tests. Innovation capability is essential in using new technologies, supporting personnel, and promoting business exchange.

**Keywords:** Learning organization; Technological Company in Beijing; ABC Company Employees

### Introduction

Rapid socio-economic changes and technological advancements drive organizations to adapt quickly (Ishak, 2020). Businesses must adapt by restructuring, implementing new management systems, and focusing on value creation through research and development (Khakhanmalee & Pollaharn, 2022). Organizations must prioritize products that add value (Nowyenphol et al., 2023). An organization must be adaptable to change and competition, fostering continuous learning and knowledge-sharing among employees (Tran, 2023). A learning organization fosters sustainable competitiveness and innovation, enabling organizations to stay ahead of their competitors (Sethumadavan, Hassan & Basit, 2020). Innovation is crucial for organizations to succeed and survive, as it generates new products, processes, or services that benefit the economy and society (Moonsarn et al., 2022). A clear innovation policy is essential for governments to encourage investment in innovative businesses, support research and development, and manage technology transfer and intellectual property interests efficiently (Acevedo & Diaz-Molina, 2023).

The concept of a learning organization involves a systematic approach to acquiring knowledge and incorporating it within the organization to effect behavioral changes among its workforce (Tran, 2023). The objective is to alter the conduct of individuals employed by the organization (Moonsarn et al., 2022). As a result of this procedure, the organization will ultimately enhance its capacity to attain its objectives, thereby augmenting its likelihood of success in the long run (Nowyenphol et al., 2023). The learning organization has gained attention due to societal challenges, competitive challenges, and economic conditions (Baek-Kyoo et al., 2020). Rapid changes and the IT era have made activities more complicated, requiring adaptation to learning organizations (Finnestrand, 2023). Organizations must





review missions and adapt management styles to maintain existence and competitive advantages. Innovations in learning organizations have also increased.

Beijing, China's first high-technology industrial development zone, is known as "China's Silicon Valley" due to its innovative mechanical systems (Zhang & Yuan, 2023). The Zhongguancun Center of Technology and Science has established a development model of 1 Zone 10 Parks, including Haidian Park, an electronics city (Silicon Valley self-driving truck startup Kodiak and China Hesai lidar partner up, 2021). The area is home to over 20,000 high-tech companies, including Lenovo and Baidu (Zhang & Yuan, 2023). It has four potential industry clusters: Integrated Circuits, new materials, high-end equipment, general aviation, and energy vehicles.

As previously stated, the researcher is interested in conducting a study. This study aims to assess the impact of learning organizations and their opinion levels on innovation management in technological companies located in Beijing, China. Additionally, this research seeks to provide guidelines for the implementation of learning organizations and their impact on innovation management in technology companies in Beijing, China. The anticipated advantage of this investigation may prove valuable in utilizing the findings of this analysis as data to enhance operational capacity in subsequent endeavors.

### Research Objective

1. To investigate the level of the opinion of employees on the learning organization of ABC Company in Beijing, China.
2. To study the guidelines to improve the learning organization of ABC Company in Beijing, China.

### Literature Review and Conceptual Framework

#### Definition of the Learning Organization

According to Chang et al. (2017), a learning organization is characterized by the ongoing development of the skills and knowledge of its employees at the individual, group, and organizational levels. The organization of personal goals is dedicated to fostering collaborative learning among team members. This leads to the evolution of knowledge to align with the dynamic and ongoing growth of the organization. Grèzes, Bonazzi & Cimmino (2020) emphasized that organizations create learning together, fostering knowledge development, progress, and achieving goals. Colombo & Mella (2022) highlighted learning organizations as sustainable competitiveness through holistic self-development, enhancing work efficiency and adapting to environmental changes, promoting education across all tiers, and tackling challenges effectively.

In conclusion, Learning organizations develop employees' skills and knowledge at individual, group, and organizational levels, fostering collaborative learning and knowledge evolution. It promotes sustainable competitiveness, work efficiency, environmental adaptation, education, and effective problem-solving.

#### Elements of a Learning Organization

Sharma & Andotra (2020) proposed the concept of learning organizations, which involve openness among members, systematic thinking, creativity, personal efficacy, and empathy. These elements help organizations adapt and develop their operations to face changing environments. By accepting others' achievements and accumulating expertise, organizations can develop a holistic approach to problem-solving and survival. Empathy is crucial for employee development and overall organizational success.

Xie et al. (2020) identified essential elements of learning organizations as strategy, looking in, enabling structures, looking outside, and learning opportunities. A learning strategy and participative policy formulation are crucial for organizational development. Horizontal organizations enable employees to exchange knowledge and ideas while looking outside, allowing employees to analyze the environment and learn between organizations. Learning opportunities promote self-development and growth within the organization.

[32]

Citation:



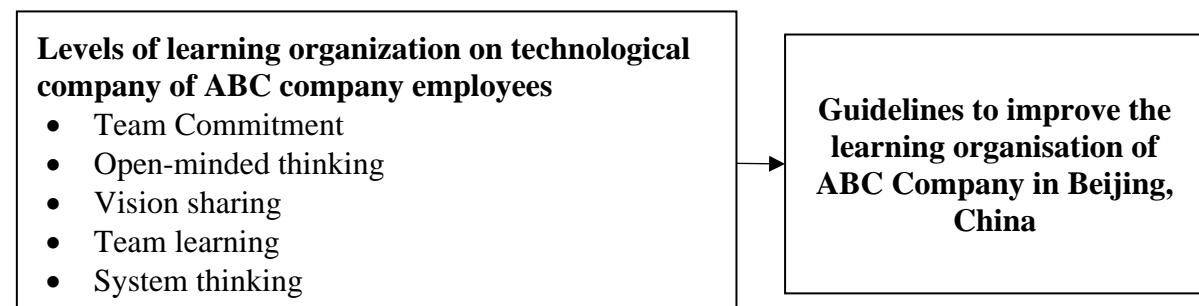
Lei, X., Kamkankaew, P., & Thanitbenjasith, P., (2023). Learning Organization on Technological Company in Beijing, China: Perspective of ABC Company Employees. International Journal of Sociologies and Anthropologies Science Reviews (IJSASR), 3 (4), 31-40; DOI: <https://doi.org/10.60027/ijsasr.2023.2988>



Van Elst, Hoffman & Unis (2022) identified key elements for a learning organization: personal mastery, mental models, shared vision, team learning, systems thinking, and systems thinking. Personal mastery involves continuous learning and knowledge acquisition, while mental models are strong, rational thinking patterns. A shared vision encourages everyone to contribute and drive the organization toward its goals. Team learning creates routines based on individual knowledge, while systems thinking helps solve complex problems with a detailed description of subcomponents.

Acevedo & Diaz-Molina (2023) outlined the concept of management as a learning organization based on the success of business organizations in the United States. The book proposes five elements for creating an organization-wide learning process: 1) Commitment to personal mastery, 2) Having a form of thinking and an open perspective, 3) Creating and sharing a vision, 4) Team learning, and 5) System thinking. These elements emphasize strategic thinking, timely thinking, and recognizing opportunities without discouragement. To develop a learning organization, personnel must change their thinking and interaction, and the commitment of personnel is crucial.

In conclusion, learning organizations involve openness, systematic thinking, creativity, personal efficacy, and empathy, enabling organizations to adapt and develop their operations in changing environments. Empathy is crucial for employee development and overall organizational success. Key elements for a learning organization include personal mastery, mental models, shared vision, team learning, systems thinking, and systems thinking. Management as a learning organization focuses on commitment to personal mastery, open perspective, vision creation, team learning, and system thinking. These elements emphasize strategic thinking, timely thinking, and recognizing opportunities without discouragement.



**Figure 1** The conceptual framework of this study

## Research Methodology

### Population and Sample Size

The ABC Company is a technological company which was located in the company in Beijing, China. This company has 2,000 employees who are working for. They are the population of this study. To determine the sample size of this study, the number 323 employees of CCIC Company are identified. The sample size was calculated based on Yamane (1973). As a result, the total sample size for the research will be 323 employees of ABC Company. These will represent the total population. The researcher used an original paper questionnaire to facilitate a sampling approach that has worked for ABC Company.

### Research Tools

The questionnaire was used as a tool to collect data in this study, and the researcher constructed a questionnaire from the related concept and theory, academic research journals related to studied variables innovation management and business strategy which are shown in Table 1.





**Table 1** Research variables and measurements

Research variables	Source	Number of Items
Team Commitment	Sharma & Andotra (2020)	5
Open-minded thinking	Xie et al. (2020)	4
Vision sharing	Van Elst, Hoffman & Unis (2022)	5
Team learning	Acevedo & Diaz-Molina (2023)	4
System thinking		4

The questionnaire was developed based on five variables. The measure items are close-ended response questions about the opinion of team commitment, open-minded thinking, vision sharing, team learning, and system thinking.

For measurement of the opinion of team commitment, open-minded thinking, vision sharing, team learning, and system thinking, the interval scale was used, a five-point Likert Scale, to measure the level of agreement. The five-point Likert scale was ranked below (Likert, 1932):

- 5 = the highest level of perception
- 4 = the high level of perception
- 3 = the moderate perception
- 2 = the low level of perception
- 1 = the lowest perception

The width of the class interval was defined by utilizing the formula as follows (Sauro & Lewis, 2011):

- 4.21-5.00 = The respondent's acceptance of all variable factors is the highest level of perception
- 3.41-4.20 = The respondent's acceptance of all variable factors is a high level of perception
- 2.61-3.40 = The respondent's acceptance of all variable factors is the moderate perception
- 1.81-2.60 = The respondent acceptance of all variable factors is the low level of perception
- 1.00-1.80 = The respondent's acceptance of all variable factors is the lowest perception

Cronbach's alpha coefficient was used to do statistical analysis to find the reliability of each variable factor from 30 pilot respondents. The value of Cronbach's alpha must be between  $0 \leq \alpha \leq 1$ ; the higher value means higher reliability and is closely related to the section. Based on the above, Cronbach's alpha ( $\alpha$ ) of each factor in this research was from 0.684 to 0.753 for 30 pilot test results. Therefore, the reliability of all the indices in the pilot test and the full-scale survey was conducted and was good. Cronbach alpha ( $\alpha$ ) of all the variables passed the benchmark of 0.65 (Craig & Moores, 2006).

**Data Collection:** The primary data was obtained through direct collection from the participants. The questionnaire was selected as the preferred method of data collection for the study. Before selecting a research, topic and creating survey questions, the researcher studied a significant number of articles, documents, and publications. During the period spanning from February to May 2022, data was collected from a total of 323 individual questionnaires. The questionnaires that were utilized in the study underwent a process of double-checking for reliability, which involved incorporating feedback from both the students and advisers. This quality control measure was implemented before the commencement of data analysis. The raw data from completed surveys were inputted into a statistical software program for subsequent processing and analysis. Subsequently, the calculations were performed, the data was analyzed, and the findings were summarized. In this instance, the secondary data was readily available. The research team collected data from diverse sources, including academic literature, official documents, online platforms, corporate profiles, and other relevant materials.

**Data Analysis:** The questionnaire that was finalized served as the foundation for determining the weight that was established according to the pre-established criteria. The data was stored in a file

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utilizing statistical software. Similar to the methodology employed to introduce the primary research objective, the mean and standard deviation calculations were utilized to examine employees' perceptions of team commitment, open-minded thinking, vision sharing, team learning, and system thinking. To address the second research objective, the initial findings of the first objective will be classified, and descriptive statistics will be employed to generate comprehensive descriptions to enhance the learning organization of ABC Company located in Beijing, China.

**Statistics Used in Data Analysis:** Statistical values such as percentage, frequency, mean, and standard deviation were used for data analysis to define the information that was presented in the form of a descriptive table. These statistical values were utilized as part of the statistics that were employed in the study of the data.

## Research Result

To provide the first research objective of the study is to investigate the level of the opinion of employees on the learning organization of ABC Company in Beijing, China. The results found that the level of the opinion of all variables has a high level. This section covers the level of opinion of employees on the learning organization of ABC Company in Beijing, China.

**Table 2** shows the overall level of agreement with this study

Variables	Mean	S.D.	Meaning
Team Commitment	3.89	0.83	high
Open-minded thinking	4.02	1.15	high
Vision sharing	3.70	0.81	high
Team learning	4.04	0.76	high
System thinking	3.80	0.95	high
<b>Total</b>	<b>3.89</b>	<b>0.90</b>	<b>high</b>

Table 2 provides the level of the opinion of employees on the learning organization of ABC company in Beijing, China which are self-determination, innovativeness, truthfulness, cooperativeness, and risk-taking. The results indicated that all of the variables had a high level (mean score = 3.89, S.D. = 0.90), especially team learning (mean score = 4.04, S.D. = 0.76), open-minded thinking (mean score = 4.02, S.D. = 1.15), team commitment (mean score = 3.89, S.D. = 0.83), system thinking (mean score = 3.80, S.D. = 0.90) and vision sharing (mean score = 3.70, S.D. = 0.81) accordingly.

To provide the second research objective of the study is to study the guidelines to improve the learning organization of ABC Company in Beijing, China. This section covers guidelines to improve the learning organization of ABC Company in Beijing, China, which is based on the result of the previous section as the details are:

Team commitment can be facilitated by committing oneself to a group effort, which involves participating in various activities, including self-directed education, constructive conflict, empirical examination, and strategic decision-making. An individual must cultivate a personal vision, exhibit self-responsiveness, and utilize factual information while conducting analysis and rendering judgments. The realization of a vision is contingent upon the presence of consistent and positive motivation. The development of an individualized vision, the fostering of innovative stress, the examination of information, and the conditioning of the subconscious for automated functioning are all considered practices. This approach guarantees that the organization possesses both a competitive advantage and expertise.

The cognitive process of open-minded thinking and the adoption of an open perspective are fundamental elements in comprehending fundamental convictions and their impact on conduct, principles, and dispositions. Open-minded thinking is a cognitive approach that is receptive to novel information and ideas without being constrained by preconceived notions or biases. The term "attitude"





pertains to an individual's cognitive and affective evaluation of a particular object, while the term "paradigm" pertains to the fundamental beliefs, values, and practices that shape the culture of an organization. Both of these terminologies are associated with the notion of "culture." A mental model is a conceptual framework employed to elucidate attitudes and behaviors. Within the organizational context, a fundamental component of corporate culture involves designing the learning process and fostering critical thinking skills to interrogate preconceived assumptions and identify the underlying causes of issues. A mental model is utilized to explicate attitudes and behaviors.

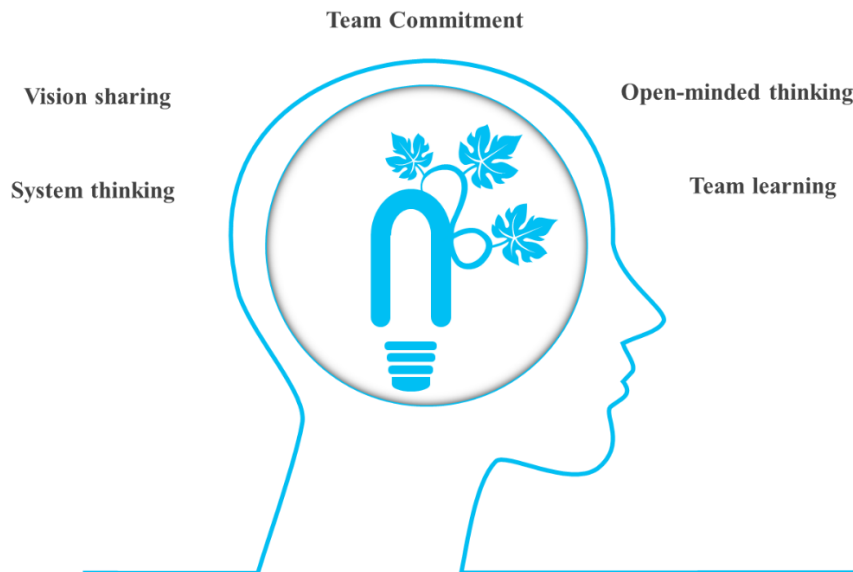
The primary aim of the visioning process that an organization engages in is to foster a shared, comprehensive, and feasible long-term vision that involves all members of the organization. This results in an increase in both knowledge transferability and collective efficacy among members. The operational staff members are guided, mentored, and taught by this entity, which assists them in achieving their maximum capabilities and fulfilling their potential. An effective mission statement ought to align with the core values of the organization and address three fundamental inquiries: what aspirations does the organization hold for its future, what factors motivated the selection of these objectives, and how is the organization actively realizing its vision and mission? An effective mission statement ought to be grounded in the core values of the organization.

The team learning approach is a form of organizational learning that prioritizes cooperation, analysis, and collaboration. The acquisition of knowledge and skills that occurs through cooperative efforts is commonly known as collaborative learning or team-based learning. The practice promotes the advancement of personal skills and abilities while concurrently cultivating the expansion of collective units and collaborative entities. The key elements for successful team learning to encompass a variety of cognitive approaches, cohesive and synchronized efforts, interdependent reliance, and collective accountability. Participating in discourse and deliberation is imperative for fostering a proficient team as these actions facilitate examination, elucidation, proposals, and, ultimately, determination. The implementation of this particular approach empowers the enterprise to address intricate issues through diverse viewpoints, thereby facilitating sustained expansion and evolution within the organization.

Businesses must possess a systemic mindset as it entails comprehending the interrelatedness of various departments and their impact on the overall functioning of the organization. This framework necessitates strategic planning for both immediate and future objectives, in addition to the ability to identify latent opportunities amidst challenges. By examining the interrelationships among the fundamental elements and the subordinate constituents of a problem, individuals can address complex matters with efficacy and efficiency. The establishment of a learning organization necessitates a change in the cognitive and interpersonal behavior of the workforce. The implementation of this transition is crucial in upholding employee commitment and proficient resolution of issues, both of which are fundamental to the triumph of an organization that prioritizes continuous learning.

In conclusion, team commitment is essential for a successful organization, involving self-directed education, constructive conflict, empirical examination, and strategic decision-making. Consistent and positive motivation is crucial for achieving a vision. A mental model helps understand attitudes and behaviors within an organization, while a mission statement aligns with core values and addresses aspirations, factors motivating selection, and mission realization. A team learning approach promotes cooperation, analysis, and collaboration, fostering growth and expansion. A systemic mindset helps understand departmental interrelationships and address complex issues efficiently. Establishing a learning organization requires changing cognitive and interpersonal behavior, employee commitment, and proficient resolution of issues, prioritizing continuous learning for organizational success.





**Figure 2** The guideline to improve the learning organization of ABC Company in Beijing, China

## Discussion

The first research objective has been met as the results align with the anticipated outcomes. Arfara et al. (2018) conducted a study on the learning organization of this investigation was presented in the form of a case study. The study's results indicate that certain characteristics of an innovative organization, such as comprehensive proficiency and collaborative learning, significantly impact the job performance of its workforce. Even though the study did not prioritize innovative organizations, such organizations were found to be relevant. The impact of learning organization characteristics, such as shared vision and conceptual style, on an organization's core competencies was found to be insignificant. The aforementioned statement aligns with the results of research conducted by Malik & Garg (2020), which explored the relationship between organizational learning capabilities, open innovation, and innovation performance in knowledge-intensive service enterprises.

Regarding the second objective, the findings are consistent with According to the findings of research that was carried out by Antalová & Labudová (2022) on organizational learning capacities, open innovation, and the performance of innovation in knowledge-intensive service firms; it was discovered that exploratory and exploitative learning capabilities have a positive influence on inward and outward open innovation. This was one of the main takeaways from the research. According to the findings of research that was carried out by Xie Qiu & Biggs (2022) on the subject of big data analytics capability and manufacturing competitive advantage, it was discovered that big data analytics talent capability has a significant direct positive impact on competitive advantage, whereas technology, management, and predictive capabilities have no significant direct positive impact at all. The research was carried out to investigate the relationship between big data analytics capability and manufacturing competitive advantage. According to the findings of research that was carried out by Zhang Zhen & Baiyin (2004) on the effects of relational embeddedness and organizational learning capability on the performance of service innovation by commercial banks, it was discovered that organizational learning capability, which includes both exploratory and used learning ability, has beneficial effects on the performance of service innovation. This was one of the main findings of the study. Relational embeddedness, which functions as a mediator between relational embeddedness and service innovation performance, has a beneficial impact on both of the characteristics that make up an organization's learning ability. These characteristics include relational embeddedness and service innovation performance.





## Conclusion

Employees in Beijing, China, have high opinions of ABC Company's learning organization, with high levels of self-determination, innovativeness, truthfulness, cooperativeness, and risk-taking. Key variables include team learning, open-minded thinking, team commitment, system thinking, and vision sharing. Team commitment is crucial for a successful organization, involving self-directed education, conflict, and strategic decision-making. Consistent motivation and a mission statement are essential. A team learning approach fosters cooperation, analysis, and collaboration, while a systemic mindset addresses complex issues efficiently. Continuous learning is essential for organizational success.

## Recommendation

### Managerial Recommendations

Based on the empirical evidence presented in this study, the following managerial recommendations can be proposed by this paper:

1. A learning organization should focus on developing employees with a common vision, guiding their goals, and fostering creativity. Collaboration and knowledge exchange are essential, and the organization should allocate time for learning and self-tests to assess job satisfaction.
2. Organizations should focus on innovation capability, regularly using new technologies, supporting personnel, analyzing marketing situations, and promoting business exchange to achieve success according to the organization's vision and mission.

### Further research Recommendations

Based on the empirical evidence presented in this study, the following future research recommendations can be proposed by this paper:

Future research should focus on innovation in cities and government agencies to build competitiveness and study factors affecting business success. This will help compare data and identify ways to improve future success.







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