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Abstract Abstract
Amid the high-speed change and fierce competitive environment, learning organizations certainly hold superior opportunity for survival and development. It is important to find the ideal characteristics of learning organization, however, to discussing that what different learning styles should be adopted under different contingency to achieve the goal of organizational learning, scilicet the innovation will be much important and practical for organization's sustainable development of competitive advantages. For bridging the gap of the research of organizational learning that mentioned above, this research focuses on discussing the best learning style of "different internal and external capacity" under different contingency. To meet this goal, we developed relative research hypothesis, and did the survey of 650 publicly traded companies (listed companies at stock exchange market and at over-the–counter market) in manufacturing industry. We found that there exists different learning styles to encourage innovation under each different contingency. The results indicate that potential internal and external capacity is critical regulative variable between learning styles and innovation performance .
Based on literature review and our empirical results, the findings provide some new directions for future research and offer management practice about interfirm learning as follow:
1. Enterprises act as"strong internal capacities and external relationships", it is the best style to adopt theExperimention of the significative conduct to radical innovations; it is the best style to adopt the ContinuousImprovement of the significative conduct to incremental innovations.
2. Enterprises act as "strong internal capacities and weak external relationships",it is the best style to adopt the Experimention of the significative conduct to radical innovations; it is the best style to adopt the Continuous Improvement of the significative conduct to incremental innovations.
3. Enterprises act as "weak internal capacities and external relationships"， it is the best style to adopt the Benchmarking of the significative conduct to radical innovations.
4. Enterprises act as "weak internal capacities and strong external relationships", it is the best style to adopt the Experimention of the significative conduct to radical innovations; it is the best style to adopt the Competency Acqusition of the significative conduct to incremental innovations.
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