
THE IMPACT OF ORGANIZATIONAL LEARNING ON ORGANIZATIONAL SUCCESS IN EGYPT AIR: ORGANIZATIONAL POWER AS A MODERATOR

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ABSTRACT

Both organizational learning and organizational power have become factors affecting organizational success in contemporary companies, due to their role in supporting the ability of those companies to achieve their goals efficiently and effectively. This study aimed to analyze whether organizational power had a moderator role in the relationship between organizational learning and organizational success in EgyptAir. To achieve the aim of the study; 241 questionnaires were distributed to a random sample of employees in EgyptAir, and 193 valid questionnaires were analyzed. The study concluded that organizational learning positively affects organizational power and organizational success. The results also highlighted that organizational power plays a moderator role in enhancing the impact of organizational learning on organizational success in EgyptAir.

KEYWORDS: Organizational Learning, Organizational Power, Organizational Success, Egyptair.

INTRODUCTION

Many companies have tended to pay attention to organizational learning, as they view organizational learning as a source of acquiring knowledge, skills and experience, which contributes to developing intellectual capital, achieving organizational integration and consistency, and achieving its goals (Toubes et al., 2021; Yildirim, 2020). Organizational learning is one of the approaches to organizational success, as organizational learning contributes clearly to providing information and knowledge that enables the company to benefit from the capabilities and skills of its employees (Dai et al., 2020), as well as the effective use of the company's resources, which helps in its growth and development in the highly competitive work environment (Ali et al., 2020). Organizational learning also supports the ability of companies to gain a competitive advantage by encouraging

creativity and knowledge innovation, and providing distinguished services and products that are compatible with the needs and desires of customers (Bilan et al., 2020; Waruwu et al., 2020; Argote et al., 2021).

It is worth noting that any successful management has a desire to work hard to reach success, excellence and continuous development (Bilan et al., 2020). This management is also exploiting all its capabilities and resources to adapt to the internal and external environments, and enhancing strengths and addressing weaknesses (Yazici, 2020). It also seeks to confront threats and exploit the opportunities available to it to achieve a better future. In order for the management to achieve its goals, it needs the organizational power that drives and directs efforts towards achieving these goals and achieving organizational success (Hong et al., 2021; Ashraff et al., 2020; Kanter, 2017).

Various companies are working to achieve success by building their organizational capabilities and enhancing their core competencies, which enable them to exploit all their material, financial and human capabilities in a way that achieves superiority over their competitors (Habibi et al., 2020; Phornlaphatrachakorn, 2020). Organizational learning contributes to the company's obtaining the necessary resources to work, identifying opportunities and threats in the work environment, confronting them effectively, providing high-quality services and products, and enhancing organizational practices within it, which is reflected in its continuous success (Putra et al., 2020; Tian et al., 2020).

The companies' management should realize the determinants of their success in light of their capabilities, as well as developments in the internal and external environments of companies. The most important determinants include social capital, organizational culture, job performance, organizational citizenship behaviors, and leadership style (Ravangard et al., 2016). The success of companies does not depend only on their possession of financial, material or human resources only, but the success is achieved more by using these resources efficiently. The company's success is represented in acquiring knowledge, skills, experience and ideas, managing talent successfully, using modern technologies efficiently, and adopting flexible management practices (Habibi et al., 2020; Kinya, 2020).

In this vein; There are some studies that dealt with the direct relationship between organizational learning and organizational success (e.g. Saadat & Saadat, 2016), and organizational power (e.g. Roome & Wijen, 2006), and there are some studies that dealt with the role of organizational power in supporting organizational success (e.g. Alapo, 2018). There is no previous study - to the researchers' knowledge - that dealt with the moderator role of organizational power in the relationship between organizational learning and organizational success. Also, this such moderator role has not been discussed with airlines in general and airlines in Egypt in particular in

previous studies. Accordingly, this study aims to answer the following question: Does organizational power have a moderator role in the relationship between organizational learning and organizational success in Egyptian airlines (EgyptAir)?

LITERATURE REVIEW

ORGANIZATIONAL LEARNING

Organizational learning has gained great importance among researchers and practitioners in the field of organizational behavior, due to the many benefits it brings to various companies (Ishak & Mansor, 2020). Organizational learning is one of the strategic tools that companies use to achieve organizational stability and gain competitive advantage (Supriadi et al., 2020). Organizational learning refers to that process that is based on acquiring and storing information, then accessing this information, and reviewing and refining it every period (Antunes & Pinheiro, 2020). Saadat and Saadat (2016) stated that organizational learning is considered as a strategic tool in the field of modern management to gain competitive advantage and stabilize organizational success. The goal of learning is not only to enhance employee knowledge and skills but also to develop and grow the organization and build a dynamic and resilient learning organization.

Organizational learning refers to the company's ability to create, acquire, exchange, disseminate, apply, and store knowledge to benefit from it in developing new visions for organization and increasing its effectiveness (Pudjiarti & Hutomo, 2020; AlMulhim, 2020). Organizational learning is also the process of developing the company's capabilities with the aim of achieving success and sustainability, and enhancing its capabilities to keep pace with rapid changes in the work environment, by utilizing expertise, technology and knowledge (implicit and explicit) within a framework of shared vision and teamwork (Dai et al., 2020; Waruwu et al., 2020). In addition to supporting employees to learn, and promoting organizational culture that supports creativity, innovation and learning, which is reflected in organizational success and excellence Rahmah et al., 2020; Hosseini et al., 2020; Hindasah & Nuryakin, 2020).

Organizational learning aims not only to enhance the information, skills and knowledge of employees, but also aims to develop and grow the company, and transform it into an learning company with high dynamism and flexibility (Kittikunchotiwut, 2020). The importance of organizational learning is that employees acquire skills and knowledge that enhance their work experience, enabling them to respond quickly to the requirements of the work environment (Tian et al., 2020). Organizational learning also helps to exploit the potential capabilities of employees, and enhances their

self-confidence (Supriadi et al., 2020). The importance of organizational learning also emerges in enhancing the participation of employees with their information in decision-making processes, which improves the quality of decisions made (Ali et al., 2020; Toubes et al., 2021). As well as, organizational learning contributes to discovering weaknesses and negatives in the performance of employees (AlMulhim, 2020), and working to correct and address them in a way that clearly improves performance (Putra et al., 2020).

Additionally, organizational learning leads to an increase in the ability of employees to create ideas and how companies can benefit from them (Yildirim, 2020), in addition to strengthening managerial communications, creating, exchanging and applying knowledge, which is reflected in supporting teamwork within these companies (Kittikunchotiwut, 2020; Antunes & Pinheiro, 2020). The fact that companies operate in a rapidly changing and highly competitive business environment; there is a need within companies to learn and be familiar with everything that goes on in the work environment to identify their requirements and customer needs and meet these requirements and needs (Dai et al., 2020; Putra et al., 2020; Argote et al., 2021), which leads to enhancing their competitiveness, and their survival and continuity for the longest possible period (Hosseini et al., 2020; Bilan et al., 2020).

Organizational learning gives the organization the ability to develop and update its strategies in line with changes in the work environment, and enables it to deal with these changes successfully (Dai et al., 2020; Hindasah & Nuryakin, 2020). Mohanty and Kar (2012) concluded that organizational learning supports companies' capabilities and positively affects their achievement of organizational success. The study of Roome and Wijen (2006) confirmed that organizational learning affects organizational power.

ORGANIZATIONAL SUCCESS

Many practitioners believe that organizational success is only related to brand popularity, increased market share and high profits, but it is more related to the availability of talent capable of achieving success for any company (Aldrich & Pullman, 2019; Awuor, 2019). The concept of organizational success is the ability of companies to exploit their internal capabilities to achieve their specific goals, by learning from past experiences, working to address weaknesses, avoiding mistakes, and developing the internal work environment (Phornlaphatrachakorn, 2020; Appiah-Adu et al., 2018). Developing policies and processes, Providing the latest technological tools, attention to human investment and the existence of a distinguished compensation system pushes employees to

develop skills, knowledge and experience, and increase their flexibility at work, leading to organizational success (Vayyavur, 2015).

Organizational success reflects the company's ability and efficiency in achieving its specific goals through the availability of a talented human resource, meeting their professional development needs, and providing positive work climate, leading to an increase in the effectiveness of employees, and thus ensuring organizational success (Bilan et al., 2020; Bruce, 2020; Haibo et al., 2018). There are many indicators by which one can judge the success of any company (Kinya, 2020). These indicators include financial performance, operational efficiency, sales volume, productivity, profits, quality of products and services, market share (Hong et al., 2021), company efficiency and effectiveness, and distinguished human capital (Yazici, 2020). The company's success can also be inferred through the quality of services provided to customers (Habibi et al., 2020), the level of creativity and innovation, the provision of innovative products and services, the capabilities and skills of employees (Anzola-Román et al., 2019), strategic adaptation and flexibility, and customer and employee satisfaction (Nuel et al., 2021; Chen, 2019).

The interdependence of the work team within the company through teamwork and continuous communication is one of the factors affecting the achievement of organizational success (Kauffeld & Lehman, 2012). Kalyar et al. (2019) added that the company's ability to organizational learning, creativity and creation of ideas to develop its products and services is one of the pillars of organizational success. Hemdan (2020) study found that transformational leadership directly and strongly contributes to organizational success.

Further, organizational success contributes to enhancing the company's ability to face changes in the work environment (Kumari & Singh, 2019), as well as to effectively deal with emergency situations at work, and enhances employees' motivation, and provides a work environment that supports creativity and innovation (Alabadi et al., 2018). Organizational success also helps in improving organizational reputation, achieving specific organizational goals, implementing strategic plans, and providing the company's needs for physical, financial, human and knowledge resources (Shihab, 2016). Organizational success also helps improve the performance of employees and the company in general, invest and benefit from their potential capabilities (Muehlheusser et al., 2018), and contributes to the growth and expansion of the company, and increases confidence in the company's efficiency (Ali, 2018).

ORGANIZATIONAL POWER

Organizational power is one of the organizational culture's dimensions, and one of the distinguishing features of contemporary companies, where organizational power is the main focus of all company activities due to its impact on all company's aspects (Gan, 2020; Arriaga et al., 2020). Also, organizational strength expresses how companies perform their work, supports the management, and determines the patterns of decisions and how they are taken. As well, this power is a source of management's influence on company employees (Al-Asmari & Alqarni, 2021; Jasemi et al., 2020).

Organizational power refers to an individual's ability to influence decisions or an individual's ability to influence the behavior of others depending on his job position (Kiziloglu, 2021; Alapo, 2018). Through this power, these companies can perform their tasks by coordinating the efforts of employees to achieve their goals efficiently. These goals cannot be achieved without an organizational power binding the employees to convince and direct them to carry out the tasks (Chernyak-Hai & Waismel-Manor, 2019; Kras et al., 2017).

The importance of organizational power stems from its support for strategic business decisions and plans implemented by the organization (Kanter, 2017). Organizational power also contributes to reducing conflicts at work, avoiding problems, and enhancing efforts to achieve specific organizational goals (Kiziloglu, 2021). In addition, organizational power contributes to supporting stability and job security (Kras et al., 2017). Moreover, organizational power affects organizational flexibility, contributes to achieving managerial process's objectives, improves the quality of performance, and supports the ability of companies to identify and invest opportunities (Al-Asmari & Alqarni, 2021; Chernyak-Hai & Waismel-Manor, 2019)

HYPOTHESES

- H1: Organizational learning positively affects organizational power.
- H2: Organizational learning positively affects organizational success.
- H3: Organizational power positively affects organizational success.
- H4: Organizational power plays a moderator role in the relationship between organizational learning and organizational success.

METHODOLOGY

According to Streiner and Norman (1995), well-established measures should be used for research; hence, items in the questionnaire were

designed based on scales that have earlier been published, tested, and widely recognised by scholars. A questionnaire was used as a data collection tool in the study. The researchers divided the questionnaire into four main parts as shown in table No. (1).

Table No. (1) Contents of the study tool

Variables	No. of items	Source of items
Demographic characteristics	4 (gender, age, education, job tenure)	
Organizational learning	21	Marsick and Watkins, 1999
Organizational power	36	Sieloff, 2003
Organizational success	8	Ravangard et al., 2016

The Likert scale was used in the development of the questionnaire (1 = strongly disagree - 5 = strongly agree). Cronbach Alpha reliability was calculated for three variables (organizational learning, organizational power, and organizational success), and the tests revealed that the reliability coefficients for the three variables were more than 0.82, indicating that the instrument is suitable for usage.

Regarding the study's sample, EgyptAir employees are the study's sample. A random sample of those employees received 241 questionnaires. The questionnaires were distributed face-to-face and electronically by Google Drive. The analysis was based on 193 valid questionnaires with an 80.1% response rate.

To analyze the study data and test hypotheses, the researchers used the SPSS V. 24 program. Reliability coefficient test, frequencies, percentages, means, standard deviations, correlation, simple regression analysis, and hierarchical (structural) multiple regression analysis were employed to analyze the study data and test hypotheses.

RESULTS

DEMOGRAPHIC CHARACTERISTICS

Table No. (2) Shows that the majority of the sample are males, with a percentage of 64.2% (124 respondents). Moreover, more than half of the sample are aged (41-50 years), with a percentage of 53.9% (104 respondents). Likewise, more than half of the sample hold a bachelor's degree as an educational qualification, with a percentage of 64.3% (124 respondents). Finally, 31.1% of respondents (60 respondents) have years of experience of 5-9 years, and 27.4% of respondents (53 respondents) have 10-14 years of experience.

Table No. (2) The demographic characteristics of the sample

Characteristics		Freq.	%
Gender	Male	124	64.2%
	Female	69	35.8%
Age	30-40	66	34.2%
	41-50	104	53.9%
	> 50	23	11.9%
Level of Education	Bachelor	124	64.3%
	Master	11	5.7%
	PhD	4	2.1%
	Diploma	13	6.7%
	Others	41	21.2%
Job Tenure	< 5 Years	15	7.8%
	5-9 Years	60	31.1%
	10-14 Years	53	27.4%
	15-19 Years	47	24.4%
	> 19 Years	18	9.3%
Total		193	100%

DESCRIPTIVE ANALYSIS OF THE STUDY VARIABLES

Table No. (3) Indicates the means and standard deviations of the study variables. The results show that EgyptAir greatly supports organizational learning processes, as the mean of the organizational learning level was 4.06 and the standard deviation was 0.77. There is also a high level of organizational power in this company, where the mean was 4.15, and the standard deviation was 0.59. Finally, the table reveals that EgyptAir is characterized by a high level of organizational success, where the mean was 4.01, and the standard deviation was 0.81.

Table No. (3) Descriptive analysis of the study variables

Variables	Mean	SD
Organizational learning	4.06	.77
Organizational power	4.15	.59
Organizational success	4.01	.81

CORRELATION TEST RESULTS

Table No. (4) depicts the results of the correlation test between organizational learning, organizational power, and organizational success

in EgyptAir. The results in table (4) highlight that there is a significant correlation between organizational learning and organizational power, where the significance reached 0.000 at an error rate of 5% and a confidence degree of 95% (p value <.05). The value of the correlation coefficient was 0.767, which is a strong and positive correlation, and this means that the higher the level of organizational learning, the greater the organizational power.

Similarly, the results in table (4) show the existence of a significant correlation between organizational learning and organizational success, where the significance reached 0.000 at an error rate of 5% and a confidence degree of 95% (p value <.05). The value of the correlation coefficient was 0.715, which is a strong and positive correlation, and this means that the higher the level of organizational learning, the higher the level of organizational success.

Finally, the results confirm that there is a significant correlation between organizational power and organizational success, where the significance reached 0.000 at an error rate of 5% and a confidence degree of 95% (p value <.05). The value of the correlation coefficient was 0.709, which is a strong and positive correlation, and this means that the higher the level of organizational power, the higher the level of organizational success.

Table No. (4) Correlation test results

Relationships	R	Sig.
organizational learning and organizational power	.767	.000
organizational learning and organizational success	.715	.000
organizational power and organizational success	.709	.000

SIMPLE REGRESSION ANALYSIS RESULTS

Table No. (5) reveals the results of a simple regression test for the effect of organizational learning on both organizational power and organizational success, as well as the effect of organizational power on organizational success in EgyptAir.

The results in the table show that organizational learning has a significant and positive impact on organizational power by 53.3% (F Value= 253.147; Sig=.000). So; The first hypothesis is accepted. The results in the table also highlight the presence of a significant and positive effect of organizational learning on organizational success with a percentage of 52.1% (F Value= 302.854; Sig=.000). Thus, the second hypothesis is accepted. Finally, the results in the table indicate that organizational power has a positive and significant effect on organizational success by 50.4% (F Value= 201.368; Sig=.000). Thus, the third hypothesis is accepted.

Table (5) Results of Simple Linear Regression

Effects	Adjusted R Square	F value	Sig.
The effect of organizational learning on organizational power	0.533	253.147	.000
The effect of organizational learning on organizational success	0.521	302.854	.000
The effect of organizational power on organizational success	0.504	201.368	.000

HIERARCHICAL MULTIPLE REGRESSION ANALYSIS

Hierarchical multiple regression analysis was performed to measure the effect of organizational learning on organizational success in the presence of organizational power as a moderator. Table (6) shows the results of the hierarchical multiple regression analysis.

Table No. (6) Results of a hierarchical multiple regression analysis

Dependent variable	Independent variables	First model			Second model		
		β	t	Sig.	β	t	Sig.
Organizational success	Organizational learning	.617	10.359	.0000	-		
	Organizational learning × organizational power	-			.421	6.812	.000
	r	.715			.867		
	R ²	.521			.689		
	ΔR^2	.517			.686		
	ΔF	302.854			89.258		
	Sig. ΔF	.000			.000		

Table No. (6) Indicates the results of a hierarchical multiple regression analysis based on two models. The results of the first model reflect that the value of the correlation coefficient (r) amounted to 715, and this indicates a positive correlation between organizational learning and organizational success. The results also show that there is a statistically significant effect of organizational learning on organizational success, where the F value was 302.854, with a significance level of 0.000, which is less than 0.05. The value of R² was 0.521, meaning that the value of 0.521 changes in

organizational success resulted from the change in organizational learning. The value of (β) was 0.617, which means that a one-degree increase in the level of organizational learning leads to an increase in organizational success by a value of 0.617, which indicates that organizational learning explains 61.7% of the variance in organizational success.

In the second model; The moderator variable (organizational power) was included into the regression model, where the value of the correlation coefficient increased to 867, as well as the value of R^2 , where it increased by 16.8% and this percentage is statistically significant, where the change in the value of F was 89.258 with a significance level of 0.000 which is less from 0.05. The value of (β) when entering the moderator variable was 0.421, and the calculated t-value was 6.812 with a significance level of 0.000. This confirms the significant role of the moderator variable (organizational power) in improving the impact of organizational learning on organizational success. Thus the fourth hypothesis is accepted.

DISCUSSION AND RECOMMENDATIONS

After analyzing the data, the study concluded a number of results that are related to the objectives and hypotheses of the study. The results showed that there is a high level of organizational learning, organizational power, and organizational success in EgyptAir. The result also indicated that organizational learning is significantly and positively related to both organizational power and organizational success in EgyptAir. As well as, Organizational learning significantly and positively affects both organizational power and organizational success in EgyptAir. This result is in line with the study of Dai et al. (2020) who mentioned that organizational learning is one of the sources of organizational success. Also, Saadat & Saadat (2016) and Mohanty and Kar (2012) stated that there is a positive relationship between organizational learning and organizational success. Additionally, Roome & Wijen (2006) revealed that organizational power affected positively by organizational learning.

Furthermore, the results clarified that organizational power is significantly and positively related to organizational success in EgyptAir. Further, organizational power has a significant and positive effect on the organizational success of EgyptAir. This result is consistent with Alapo (2018) who depicted that organizational power contributes to achieving organizational success through improving performance and the level of flexibility within companies. Finally, the results confirmed that organizational power plays a moderator role in enhancing the impact of organizational learning on organizational success in EgyptAir.

From previous results and discussion, airlines in general and EgyptAir in particular should encourage and support employees for continuous self-

learning, and also encourage them to create, exchange, disseminate, apply and benefit from knowledge in carrying out tasks to achieve the company's goals. Also, The management should develop incentives and rewards policy to encourage employees with creative and innovative ideas that develop and improve the company's competitive capabilities, which are reflected in its organizational success. Moreover, EgyptAir should enhance its organizational culture that supports creativity and knowledge innovation at work as one of the effective approach to enhance the impact of organizational learning in achieving organizational success in the work environment. Additionally, the management should use the organizational power to direct the employees to achieve the desired goals instead of using it in threats and intimidation because this may reflect on the low motivation, then the low levels of their performance, and negatively affect the success of the company. As well, the company's keenness to invest in its human resources on a continuous basis to develop their skills, expertise and capabilities and support organizational learning within the company through innovative training programs, that leads to improving their performance, which is reflected in providing distinguished services to customers, growth and expansion of the company, and achieving organizational success.

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