

The Effect of Learning Standards and Market-Orientation in Competitive Strategy and Organizational Survival of the Islamic Republic of Iran Broadcasting (IRIB)

Mehdi Emamgholizadeh¹ & Habib Allah Javanmard²

¹ Faculty of Management, Khomein Branch, Islamic Azad University, Khomein, Iran

² Faculty of Management, Arak Branch, Islamic Azad University, Arak, Iran

Correspondence: Mehdi Emamgholizadeh, Faculty of Management, Khomein Branch, Islamic Azad University, Khomein, Iran. E-mail: emamgholizade@yahoo.com

Received: September 13, 2016 Accepted: October 11, 2016 Online Published: November 30, 2016

doi:10.5539/jpl.v9n10p72

URL: <http://dx.doi.org/10.5539/jpl.v9n10p72>

Abstract

The aim of the present study is to determine the effect of learning standards and market orientation effect on competition and survival strategies in the Islamic Republic of Iran Broadcasting. This research is an applied research and the method of collecting data is field research. The Statistical Society includes all 248 managers and senior technical experts in IRIB in 2015 which by using of Morgan Table the 148 volume has been selected. For gathering data, we used OL learning Criteria Questionnaire (2001), Slater and Narver marketing Questionnaire (1990), Self-made questionnaire based on Porter's competitive strategy, and Self-made questionnaire based on organizational survival in Likert's 5-degree scale. Data collected by descriptive statistics (Frequency tables, graphs, percentages, averages) and inferential statistical methods, (Pearson correlation, synchronous multiple regression analysis, structural equation modeling) by using statistical software SPSS and AMOS were analyzed. The results showed: learning criterion has a positive and significant effect on marketing, Marketing (customer-oriented, cross-sector coordination, competitiveness) has a significant positive impact on competitive strategies and organizational survival, Competitive strategies have a positive and significant effect on organizational survival. The results showed that the model fit is appropriate.

Keywords: organizational survival, competitive strategies, market orientation, learning organization

1. Introduction

The involved organizations for economic affairs in the 1980/90 and in the face of social, economic, cultural and political accelerating have concluded that organizations and companies to deal with the problems of coordination with the new conditions must equip itself, because the continuity of the organization in economic affairs depends on its understanding and using these tools. In addition, the speed of using the learning should be further than institutionalized learning organization and speed of development. One way is to create the learning process in the organization (Hanafizadeh & Rahmani, 2012).

In other words, the survival organizations are threatened in the absence of readiness to deal with various conditions and sometimes this threat will continue to till completely remove it from the competitive market. Therefore, organizations for the continued survival which are essential for any kind of growth, development, excellence and organizational maturity must continually monitor the size and components of the organization's survival. Generally, organization survival is to adapt the organization to the external environment (Sim kin, 2007) and the continuity of the organization (Hanafizadeh & Rahmani, 2012). Many organizations are formed but in various stages of organizational life due to the lack of attention to various aspects of organizational survival they lose the ability to adapt to the environment and continuity and they see organizational death. According to what was said, IRIB organizational survival and the competitive strategy are issues which the managers of these organizations are involved with. Competition with international powerful broadcasts like BBC, and organization strategy to maintain its position among the audience (inside and outside the border audience) can be affected by many factors and variables such as organizational learning and market orientation. When technology is changed Organizational learning is a factor to kept staff up to date and cause the success, stability, and survival of the organization. Marketing and strategy related to its rival in the international arena in competitive with foreign

broadcasts will keep the IRIB. In this regard, the aim of this study is to determine the effect of learning standards and market orientation on competitiveness and survival strategies in the Islamic Republic of Iran Broadcasting.

1.1 The Concept of Learning in the Learning Organization

Richard crash defined the learning organization where people at all levels of individual and group constantly develop organizations capacity so that they can achieve results that they are really looking for (Zarei Matin, 2001). Alvani stated that the learning organization is an organization that learns over time, change and performance, practices through awareness and by better understanding will improve. In fact, when learning organization can achieve inference by using of her history and experience, they applied to guide their behavior (Alvani, 2013). The important point about learning organizations is that the creation of new knowledge, innovation, creativity and innovation is not a specific professional work, but it's a kind of universal behavior that all members of the organization are doing it and in fact all staff of the organization are creative and knowledge creation. Employees at all levels are encouraged to learn regularly and seriously inter-organizational and intra-organizational and organizational performance results. Based on their results, create a better future for themselves and Increasing the efficiency and effectiveness of their organizations (Zarei Matin, 2012). Generally, learning organization is the organization that can create, achieve and transfer skills and by the new knowledge, it can modify his behavior. According to the all above definitions, knowledge creation and innovation and being creative, constitutes a basic pillar of the learning organization. The creation and acquisition of knowledge is not enough to consider it as learning organization, but the organization should be able to apply that knowledge in the behavior and actions, and use them to improve and modify its operations, in this case, that could be a model and example for other organizations (Alvani, 2013). Also, the organizational structure should be organic, non-hierarchical and decentralized flat with minimal formal procedures in the workplace. Some research, in this case, stated that organizations with strong learning ability have a low degree of formality in their organizational structure. The results of this research clearly show there is a negative relationship between formality (emphasizing laws and regulations) and learning ability (Zarei Matin, 2001).

1.1.1 Marketing

The concept of Market orientation has taken root from the famous marketing of the management philosophy. This philosophy has been the cornerstone of Marketing Course at the University. Peter Drucker declared that total marketing is to know the business from the point of view of its final results which here these final results are the customers (Drucker et al., 1954)

And also said that: there is only one definition of what business is: creating a customer. In recent years, the default theory of marketing company has been a marketing philosophy and the researchers sought to demonstrate the relationship between different levels of performance and different degrees of marketing orientation (Aston Horst & Van Raaij, 2004). Several generations of managers has affected up to now has been the most influential marketing concepts. However until the academic review, a formal investigation was not conducted (Webster et.al, 2012). Marketing is one of the aspects of organizational culture where employees give the greatest value to the firm's profit and customer retention through the creation of superior value. Market orientation is a norm of behavior that has spread throughout the organization and by innovation provides current and future market and customer needs. Market-oriented companies have a competitive advantage in quickly responding to market needs and customer requirements, and also in response to market opportunities and threats act effectively. This market orientation is a core value in the organization to deal with new business preparing and can obtain the necessary information from the market and prepared to meet the needs of the market. This type of market orientation is a competitive advantage for the organization if it is inimitable, rare and valuable (Lei, 1990). Generally, five prominent views in the field of marketing literature can be found. These views are the views of decision-making Shapiro (1988), Market intelligence views Kohli and Jaworski (1990); Culture-based behavioral views Slater (1990), strategic marketing views Rückert (1992), and Customer-oriented views Deshpande et al (1993). This view focuses on establishing and implementing the marketing concept. In some of these ideas, a market orientation is a managerial phenomenon and in others, it is a cultural phenomenon that focuses on creating a competitive advantage (Lafferty & Holt, 2001). Of course, market orientation is important in marketing literature, but its statistics experimental tests have been faced with numerous problems and some kind of dispersion between tested models can be seen which this problem is limiting the market orientation.

1.2 The Concept of Competitive Strategy

The strategy is a powerful tool to deal with changing conditions that today surrounds Institute but its design is complex and it implementation is very expensive. However what you got is more than what you spend it (Ansoff, 2002). Over the past decades, many experts by introducing various strategies have tried to help industrial

managers because using successful strategies, guarantee success in the competitive arena. Competitive strategies mean that the organization should clearly choose a different set of activities from rivals. South-West is a good example of a company that has such a strategy. The company's competitive strategy is fundamentally distinct from the rest of the existing firms. By avoiding from busy and large airports it present point to point services between medium-sized cities and extraneous airports in big cities. This reduces the costs; help keep ticket prices down for travelers. In many cases, Southwest because of low prices and the high frequency of their flights in case of absence of these conditions can get the passengers were traveling by car. Without the competitive strategy, the firm will be different from other actors (Flouris T. G. & Oswald, S. L, 2007). In fact, companies in the 21st century for reaching the future must rely on their core competencies. Those who have learned their services quickly, efficiently and in a timely manner and at the same time in a way that is difficult to emulate it and Keep costs down, such as South West, will have sustainable future rather than those who are trying to provide everything for a wide range of customers. Today being competitive means sufficient flexibility to respond quickly to needs and environment changing (Flouris T. G. & Oswald, S. L, 2007). No matter how much competitive strategy are classified, it is important to understand that competitive strategy, need to protect core competencies and to achieve a competitive advantage that can be used. Without a competitive advantage in today's global market, it is extremely difficult to be able to compete and survive.

1.3 Factor for the Organization to Survive

Several companies due to lack compatibility with environmental changes move away from the competition (Dargahi et.al, 2012). Accordingly, businesses with the ability to identify the factors that affecting their survival and can act quickly in order to respond to them will be ensured for surviving (Heller, 2005). The survival of organizations is threatened in the absence of readiness to deal with various conditions and will continue until the complete elimination of competition. Therefore, organizations for the continued survival that is essential for any kind of growth, development, excellence and organizational maturity should continuously monitor the status of their dimensions and components organizational survival. Survival of the organization is to adapt the organization to the external environment and the continuity of the organization (Walker, 2003). Managers are faced with this question: What is the different aspect of contracting organizations survival and what should do to continue the activities and organizational life dimensions. In other words, what aspects should not be neglected? In various stages of organizational life due to the negligence on various aspects of organizational survival, they lose the ability to adapt to the demands and continuity of the environment and they experience organizational death. For example, according to the British National Bureau of Statistics in 2011, 261000 businesses in the country were born and 230,000 business organizations have experienced organizational death (Talebi mazraeshahi, 2013).

Effective factors on organizational survival are as follow:

Pressure on the Organization (Turban et al, 2008):

Market pressures: These pressures are the result of the global economy and intense competition, the need for immediate action, the changing nature of the workforce and strong customer.

Technology pressures: In this category, two major pressures are related to technological innovation and the immense volume of information.

Social pressures: The third category of business pressure is related to the community. According to Drucker, future society will be knowledge-based society and also, the population will be elderly. Both cases will affect important social issues such as education and health care (Drucker, 1994). Other important social issues such as social responsibility, legislators and eliminate laws by the government, cost allocation to social programs and ethical principles should also be considered (Hejazi et al., 2014).

1.4 The Reactions of Organization in Response to Environmental Pressures

Traditional organizational responses may not be effective against a variety of new pressures. So many old solutions should be amended, supplemented or deleted. In order to success (or even survival) in this dynamic world, Companies not only have to do traditional actions such as reducing prices but also they have to do new activities such as changing the structure, process or modify competitive strategy. These reactions which are usually linked called critical response activities. Major organizational reactions are divided into seven categories: "Strategic systems", "focus on the customer", "continuous improvement", "restructuring", "custom manufacturing and mass production order", "alliances working" and "e-business" (Turban et al., 2008).

Key factors for success: Critical success factors are those strategies components of the organization which should always be superior to gained competitive advantages.

Therefore, in this regard, and according to what was said, we continue to explore the variables under investigation methods.

2. Research Method

This research is an applied research. The Statistical Society includes all 248 managers and senior technical experts in IRIB in 2015 which by using of Morgan Table the 148 volume has been selected. For gathering data, we used Salter and Narver marketing Questionnaire. The questionnaire has 22 Latin authoritative source questions and in marketing, term is called MIKTOR scale. This important and valuable questionnaire examines the attitudinal market orientation. Narver and Slater (1990) developed and corrected their own measure of market orientation and studied its correlation with the performance. Their results were supported by hypotheses which business profitability is an important determinant market orientation (Salter and Narver, 1990). It is set in Likert's 5-degree scale questionnaire and scoring is from 1 to 5 (strongly agree 5; Agree 4; neutral 3; Disagree 2; and totally disagree 1). To evaluate IRIB competitive strategies based on the viewpoints of managers and experts a questionnaire which made by the researcher was used. The questionnaire is made on the Likert Porter 5 range parts. To analyze the information obtained from descriptive statistical methods we used (frequency, percentage, mean, graphs and tables) and inferential statistics (Cronbach's alpha test to determine the reliability of the research tools, Kolmogorov-Asmyrnvf test, analysis of variance, regression analysis, Pearson correlation and structural equation). Here results obtained from Kolmogorov-Smirnov test showed sampling distribution is normal ($0.05p>$). The Pearson correlation coefficient was used to analyze parametric test (Kolmogorov test results are shown in Table 1).

Table 1. Kolmogorov-Smirnov test results

Variable	K-S test	SIG
Learning Criteria	0.070	0.2 11
Marketing	0.072	0.1 84
Competitive strategy	0.071	0.2 0.1
Organizational survival	0.087	0.2 71

2.1 Research Hypotheses

2.1.1 The First Hypothesis

There is a positive relationship between competitiveness and competitive strategies.

Table 2. Competitiveness correlation coefficient and competitive strategies

Variables	Correlation	Correlation coefficients	Solidarity direction	Significance level
competitiveness competitive strategies	Pearson	0.336	positive	0.000

As you can see in Table 2, correlation coefficient ($r = 0.336$) between competitiveness and competitive strategies make sense in level 0.05 and means there is a positive correlation between the two variables. In other words, by increasing competitiveness in IRIB competitive strategies increases and vice versa. So the hypothesis is confirmed.

2.1.2 The Second Hypothesis

There is a positive relationship between competitiveness and organizational survival.

Table 3. Correlation coefficient competitiveness and organizational survival

Variables	Correlation	Correlation coefficients	Solidarity direction	Significance level
competitiveness organizational survival	Pearson	0.416	Positive	0.000

As you can be seen in Table 3, correlation coefficient ($r= 0.416$) between competitiveness and organizational survival make sense in level 0.05 and means there is a positive correlation between the two variables. In other words, by increasing competitiveness in IRIB organizational survival increases and vice versa. So the hypothesis is confirmed.

2.1.3 The Third Hypothesis

There is a positive relationship between competitive strategies and organizational survival.

Table 4. Correlation coefficient of competitive strategies and organizational survival

Variables	Correlation	Correlation Coefficients	Solidarity Direction	Significance level
competitive strategies organizational survival	Pearson	0.595	Positive	0.000

As you can be seen in Table 4, correlation coefficient ($r= 0.595$) between competitive strategies and organizational survival make sense in level 0.05 and means there is a positive correlation between the two variables. In other words, by increasing competitive strategies in IRIB organizational survival increases and vice versa. So the hypothesis is confirmed.

2.1.4 The Fourth Hypothesis

Market orientation (customer-oriented, cross-sector coordination, competitiveness) has a significant effect on the competitive strategies.

Table 5. Summary of regression analysis

Model	R	R ²
1	0.524	0.275

Predictor variables: competitiveness, customer-oriented, cross-sector coordination

Table 5 shows that the R² value ($R^2 = 0.275$) in organization survival justified by market orientation (customer-oriented, cross-sector coordination, competitiveness).

According to the modified R², 52.4% of the variance in organizational survival is explained and predicted with the help of Market orientation (customer-oriented, cross-sector coordination, competitiveness).

Table 6. Analysis of variance and regression

Model	Source	The sum of squares	Degree of freedom	Mean square	F	Sig
	Regression	4.280	3	1.427	4.669	(b) 0.000
1	The remaining	11.281	116	0.097		
	total	15.561	119			

Variable criteria: competitive strategies / Predictor variables: Market orientation (customer-oriented, cross-sector coordination, competitiveness)

As Table 6 shows according to the results of analysis of variance, calculated R² is significant in less than 0.05 Level ($F=14.669$).

2.1.5 The Fifth Hypothesis

Market orientation (customer-oriented, cross-sector coordination, competitiveness) has a significant effect on organizational survival.

Table 7. Summary of regression analysis

R ²	R	model
0.500	0.707	1

Predictor variables: competitiveness, customer-oriented, cross-sector coordination

Table 7 shows that the value of R2 (R2=0.500) which justified organizational survival by Market orientation (customer-oriented, cross-sector coordination, competitiveness).

According to the modified R2, 70.7% of the variance in organizational survival is explained and predicted with the help of Market orientation (customer-oriented, cross-sector coordination, competitiveness).

Table 8. Analysis of variance and simultaneous regression

Model	Source	The sum of squares	Degree of freedom	Mean square	F	Sig
1	Regression	19.258	3	4.619	33.683	(b)0.000
	The remaining	19.250	116	0.166		
	total	38.508	119			

Criterion variables: Organizational survival / Predictor variables: Market orientation (customer-oriented, cross-sector coordination, competitiveness)

As Table 8 shows according to the results of analysis of variance, calculated R² is significant in less than 0.05 Level (F=33.683).

In this study, to evaluate the major hypothesis of this study for modeling we used AMOS software.

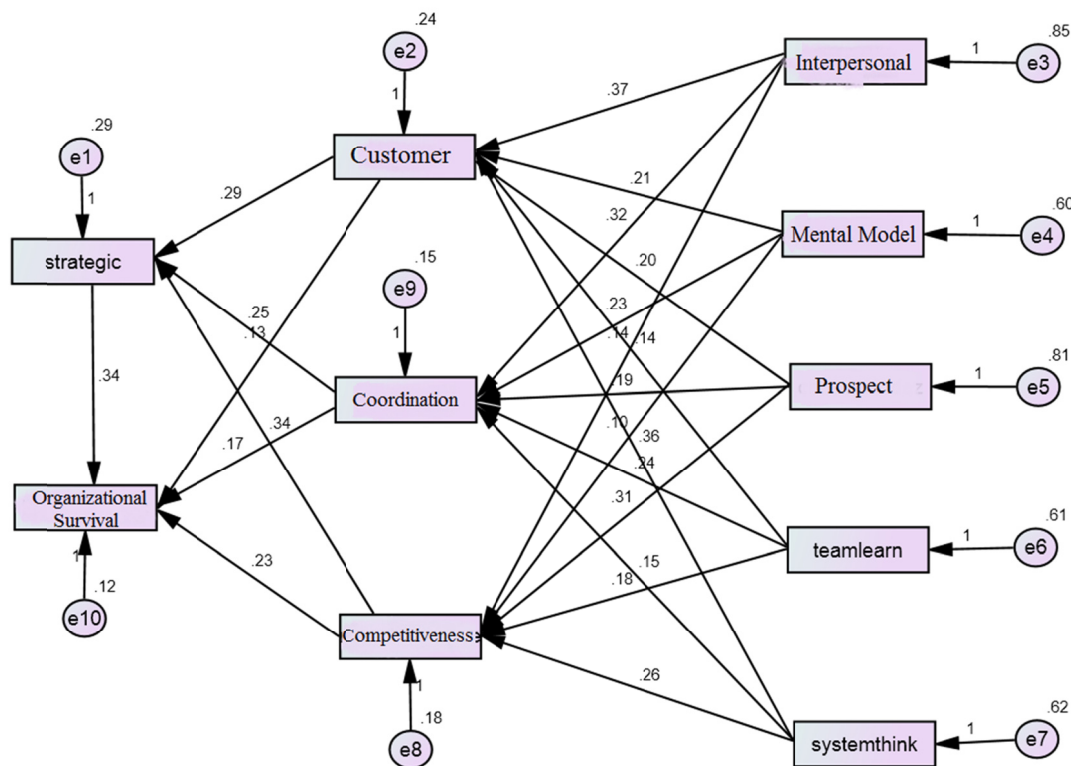


Figure 1. The basic model and not standardized

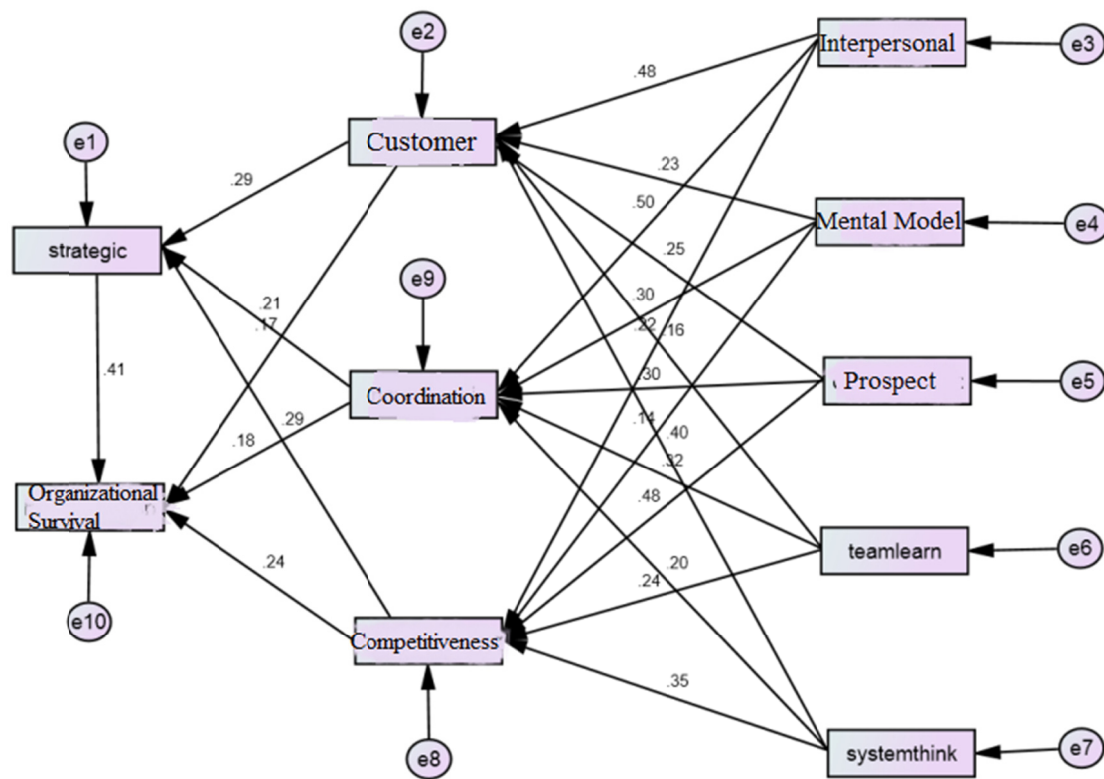


Figure 2. The standardized and final model

The impact of non-standard values is shown in the above model. In this model, it is clear that most of the higher than 10% effect is almost non-standard. Then we described the standard value. We use these amounts for testing the hypotheses which after presenting the model it will be described

In the first part of the inferential statistics, Correlation test among variables was performed. The results showed that the variables in the hypotheses have a significant positive relationship. So all proposed hypotheses were confirmed.

2.2 Research Model

Following amounts have been fitted. We presented fitted values based on the square root of the variance estimation error of approximation. The model is suitable because its value is less than 10 percent.

Table 9. Square root of the variance estimation error of approximation

Model	RMSEA	LO 90	HI 90	PCLOSE
Default	0.09	00.8	00.17	0.00
Independent Model	0.09	0.9	00.14	0.00

3. Discussions

The results of the research hypotheses related to the impact of learning criteria (skills, mental models, shared vision, systems thinking, team learning) on market orientation (customer-oriented, cross-sector coordination, competitiveness) showed: Learning standards (individual skills, mental models, shared vision, systems thinking, team learning) has a significant and positive impact on market orientation (customer-oriented, cross-sector coordination, competitiveness).

4. Conclusion

The results suggest that competitive strategies (audience, suppliers, substitute products, new arrivals, competitors) have a significant and positive impact on organizational survival (changes in the structure and trends, focusing on customer / audience, strategic systems, continuous improvement, e-business, IT). As a result, we can say: IRIB with the formulation of competitive strategies based on Porter's model elements and dimensions according to the audience, suppliers of audio and video media, audio-visual productions substitute goods, potential newcomers, competitor media, can survive and successful in media markets. This organization according to audience needs can achieve Integrated and homogeneous audience. With IRIB programs (Strategies and media approach based on competition in the media market) audience needs more radio and television programs, new tools to measure audience tastes will be implemented. Despite the possibility of changing in audience tastes, IRIB is going to prevent their orientation towards satellite channels and create a consistent audience. This is possible each of the broadcast competitors gets disappear in the future and IRIB should have a plan to attract those audiences.

References

- Alvani, S. M. (2013). *General Manager*. Ney Press, Tehran, Iran.
- Ansoff, I. (2002). *The new Corporate Strategy*. New York, U.S.A, John wiley & sons.
- Dargahi, H., Ramadan, A., & Babaei, N. (2012). Theoretical and experimental comparison of industry characteristics effects on survival of the newly-founded companies, 3rd National Conference on Entrepreneurship and knowledge-based businesses management. Babolsar, Toroudshomal Research-Industrial Company.
- Deshpande, R., Farley, J. U., & Webster, F. E. (1993). Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis. *Journal of Marketing*, 57(1), 23-37. <https://doi.org/10.2307/1252055>
- Drucker, P. F., & Drucker, P. F. (1994). *Post-capitalist society*. Routledge.
- Flouris, T. G., & Oswald, S. L. (2007). Designing and executing strategy in aviation Management, Ashgate, England. Pp. 176
- Hanafizadeh, P., Rahmani, A., & Khedmatgozar, H. (2012). *Research Methods of Multidimensional Structures*. Terme Press, Tehran, Iran
- Hejazi, A., Taheri Tehrani, M., Saifi, J., & Freedom, M. R. (2014). The effect of internet marketing, organizational learning and market orientation on innovation and organizational performance using regression and path analysis techniques (Case study: Travel and tourism companies Babylon). Published in International Management Conference in 2014.
- Heller, R. (2005). *Change Management*, Translation: Khudayar Abel and Ali Mirzayi. Sargl Press, Tehran, Iran.
- Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing*, 54(2), 1-18. <https://doi.org/10.2307/1251866>
- Lafferty, B. A., & Holt, G. T. (2001). A synthesize of contemporary market orientation perspectives. *European Journal of Marketing*, (1). <https://doi.org/10.1108/03090560110363364>
- Lei, D., Slocum, J. W., & Slater, R. W. (1990). Global strategy and reward systems: The key roles of management development and corporate culture. *Organizational Dynamics*, 19(2), 27-41. [https://doi.org/10.1016/0090-2616\(90\)90069-2](https://doi.org/10.1016/0090-2616(90)90069-2)
- Narver, J. C., & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, 54(4), 20-35. <https://doi.org/10.2307/1251757>
- Sim Kin, L. (2007). Delivering Effective Marketing Planning. *Journal of Targeting, Measurement and Analysis for Marketing*, 8(4), 335-350.
- Talebi Mazraehshahi, A., Vadadi, A., & Monfared, J. (2013). A requirement for determining a framework for survival of the organizations, 10th International Conference on Industrial Engineering, Amirkabir University of Technology, Tehran, Iran
- Turban, E., Leidner, D., McLean, E., & Wetherbe, J. (2008). *Information Technology for Management, (With CD)*. John Wiley & Sons.
- Walker, O. C., Boyd, H. W., Mullins, J., & Larreche, J. (2003). *Marketing strategy: A decisionfocused approach*

(4th ed.). New York: McGraw-Hill, Inc.

Zarei Matin, H. (2001). Twelve characteristics of a learning organization. *Qom Higher Education Complex Magazine*, (10).

Zarei Matin, H. (2002). Recognition of characteristics and how to measure learning capacity in firms. *Journal of Higher Education Complex Qom*, (13).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).