The Impact of Firm Age and Size on the Relationship among Organizational Innovation, Learning, and Performance: A Moderation Analysis in Asian Food Manufacturing Companies

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Abstract
The impact of Organizational innovation (OI) and Organizational learning (OL) on organizational performance (OP) are examined. By integrating congruence and organizational lifecycle literature, the authors hypothesized that the impacts of both values are moderated by organizational age and size, such that collective acts stronger beneficial effect in order and larger companies, whereas novelty acts stronger beneficial effects in younger and smaller companies. This research explores these linkages using structural equation modelling (SEM) and moderation analysis with data from 166 manufacturing companies in food industry was selected from China, Taiwan, and Malaysia. The research model includes three latent variable including OL, OI, OP, and two measurement variables contain age and size of the company. The finding of this paper supports that firm age and size are two moderators which are control the relationship among OI, OI, and OP.

Keywords: firm age, firm size, organizational learning, organizational innovation, organizational performance, moderation analysis.

1. Introduction
The relationship between OL, OI, and OP(Ashkine, 2011; Chiva, Ghaoui, & Alregi, 2013; Liao, Fei, & Liu, 2008; Salim & Salvin, 2012; Wiganjaka, 2012), OL, and OP(Staker & Sirkdala, 1999; Bantir & Bantir, 2013; Cho, Shing, Yung, & Lee, 2013; Soin, Nam, Wahid, Nomit, & Mathenc, 2012; Yeh, 2013). In OL, OP(Damanpour, 1989; Damanpour, 1989; Jin, Houkinn, & Kim, 1997; Kuswanto, M Abdul, & Ghorolith, 2012) and OL & OP (Forbes, & Baptista, 2011; Jiminez-Jimenez & Saraz, 2012; Salim & Salvin, 2012; Sarrin-Vijande, Lopez-Sanchez, & Gonzalez-Mieres, 2012) were confirmed by previous researches in organizational studies. Unfortunately, the number of studies in moderating of organizational age or size on the relationship among OL, OI, and OP is scarce.

Organizational's age moderates the impact of learning & innovation(Caveware, Covage, & Zhao, 2002; Dixon, 1992; Sirkdala, 1998) and learning & performance(Leh & et al., 1997). The efficient and effective supply of market information in older firms is influenced by firm age(Sirkdala, 1998). Innovative ideas can come from diverse areas - both internally and externally from firm suppliers, customers and others in the relationship chain. Younger firms are often at a disadvantage as they take long time to build these relationships. Older firms are better experienced in choosing and employing information (Loeas, Hutt, & Ferrell, 1995). According to a study by Serences and Stuart (2000), experience and organizational competencies provided by age help firms to develop their operations in.