International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 5 Issue 17 (March 2022) PP. 01-22
DOI: 10.35631/IJEMP.517001

INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)
www.ijemp.com

AN EMPIRICAL EXAMINATION OF THE RELATIONSHIP BETWEEN STRATEGIC ORIENTATIONS, ORGANIZATIONAL LEARNING, AND NEW PRODUCT LAUNCH SUCCESS

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Article Info:

Article history:
Received date: 14.12.2021
Revised date: 30.12.2021
Accepted date: 19.01.2022
Published date: 03.03.2022

To cite this document:

Adeel, M., Kamal Basha, N., Imm, N. S., & Choo, W. C. (2022). An Empirical Examination Of The Relationship Between Strategic Orientations, Organizational Learning, And New Product Launch Success. *International Journal of Entrepreneurship and Management Practices, 5* (17), 01-22.

DOI: 10.35631/IJEMP.517001.

Abstract:

This study examines the relationship between strategic orientations, organizational learning, and new product launch success. The current study is based on positivism and applies the deductive approach, which confirms the quantitative methodology. The researcher uses a structured and self-administered questionnaire to answer the research hypotheses from the project managers in the Leather Gloves Industry of Sialkot, Pakistan. The empirical evidence showed that the relationship between strategic orientations, organizational learning, and new product launch success is supported significantly. Moreover, market and product orientation do not help the success of recent product launches. However, organizational learning mediates fully with the success of the relationship between market orientation, product orientation, and new product launches. These findings contribute to the firm's owners, managers, policy-makers, and other stakeholders to adopt the succeeding policy and practice.

Keywords:

Strategic Orientation, Organizational Learning, And New Product Launch Success

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Introduction

In a volatile business atmosphere where rises a requirement for legislative actions that are strategically premeditated, an organization will have to align its operations in a way that will enable it to meet the client needs and simultaneously stay competitive relative to the other players in the market (Lang & Mohnen, 2019 and Grinstein, 2008). According to Wronka and Fraczkiewics (2016), in times of higher business unrest, organizations need to interact proactively with customers to forecast. It develops a better network with other players in the sector and recognizes and rollout new business opportunities by applying new technology and launching new products. In this context, organizations should get customers' preferences for need and demand. Upon identifying what the customers want, a firm should also orient itself to the market demands by producing products using appropriate technology (Hajli, Tajvidi, Gbadamosi & Nadeem, 2020; Matikainen et al., 2016). Above all, the firm managers should have relevant attributes relating to strategic orientations (Jin et al., 2018). It implies that a firm's competitiveness determines the organizational resources principles. It also influences the interaction of the firm's knowledge, technology, market performance, and customer acceptance of new product launch success (Matikainen et al., 2016). Taking into consideration, for instance, the leather gloves industry in Pakistan accounts directly for a significant part of the economic development of Pakistan. It contributes $874 million annually to the national economy (TDAP, 2019). This industry plays a substantial role in the economy, adding 4 % to the GPD of Pakistan (TDAP, 2019). Therefore, the success of this industry entirely depends on the new product launch success given that the life of the product is short (Hyder & Lussier, 2016; Lee & Wong, 2011). An association that depends on strategic orientations and organizational learning will lead to the new products launch success (NPLS). Hence, the study aims to observe the effect of strategic directions and organizational learning on further product launch success.

A new product launch is significant for the corporate success of a firm. Evaluating recent product launch success and its influence on an organization's business is a highly complex procedure. New product launch is oxygen for the leather gloves industry contending in competitive markets due to the comparatively short product life cycle. In Pakistan's leather gloves industry, lack of knowledge about the latest market trends and lack of development of new products with attractive designs and sound quality is the main challenge that has become synonymous with reducing the current product life cycle. Introducing new products has become a must to these firms (SBP, 2017). As Li & Calantone (1998) suggested, an organization operating under such an environment has to invest heavily in their research and development and seize the opportunities to use innovative tools to advance next-level products to develop appropriate strategies and develop the right design appropriately oriented too. The long-lasting problem in the leather gloves industry in Pakistan received significant consideration for future endeavors as likely to continue without giving appropriate attention to it. However, knowledge type and organizational learning contain immense importance and are integral in new product launch success (Kim et al., 2012). Unfortunately, these factors are perceived to be missing in the leather gloves industry of Pakistan. It is likely to continue as before in the future. Hence, the need to observe the effect of knowledge type, organizational learning variables on new product launch success is eminent.

Previous research has regularly been dedicated to influencing an innovative organizational competency but remained unsuccessful in reflecting how strategic perspective impacts the launch of new products (Evanschitzky et al., 2012). This failure of firms could describe why a vast number of new product launches are yet not successful (Judson et al., 2006). The recent

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research targets to overcome this gap by examining the impact of strategic orientations on new product launch success in Pakistan's leather gloves industry as it faces the same problem of not being able to come up with new products following changing customer's demands and perceptions (Maqbool et al., 2018). We specifically consider that strategic orientations integration from suppliers, customers, and competitors adds value to new product launch success. The reason is that conventional wisdom suggests that such integration could yield positive effects. For instance, well-sourced strategic orientation from customers would enable innovating leather glove manufacturing businesses to design applicable commercialization policies. This sort of strategy facilitates the firm to develop product characteristics and distribution plans, sales, and promotions that fulfill the expectations of its clients. These aspects highly influence how successfully the product launches into the market (Hsiao & Wu, 2020).
Furthermore, numerous studies highlighted that firms' requisite to improve their interior abilities and knowledge continues to expand their competitive setting in the industry (Grant, 1996). The literature demonstrates that organizational learning is essential for new product development (Grant, 1996; Alegre & Chiva, 2013). Matikainen et al. (2016) found that corporate resources (strategic orientations) enhance organizational marketing knowledge, which leads to its financial success (NPLS). Stress et al. (2016a) perceives those organizational resources positively related to NPLS. Prior research has rarely tested organizational learning as a mediator (Yang, Liao, Chen, Hu & Chung, 2017). This study will empirically test organizational knowledge as a mediator to fill the gap in the literature. As a developing country, Pakistan has not established the relationship between strategic orientations, organizational learning, and new product launch success. Based on this, the present research intended to fill this gap by investigating the relationship between strategic directions, organizational learning, and further product launch success in the Pakistani context.

Literature Review

The prior new product development (NPD) research emphasized chiefly new product conceptualization procedures (Lee & Wong, 2011). However, the company gives less attention to the core issues, such as strategic orientations efforts for new product launch success (Evanschitzky et al.,2012). Therefore, further insight into this field is required (Lee & Wong, 2011), particularly since attaining excellence in new product launch seem to be challenging and too critical to the overall performance of the new product (Talke & Hultink, 2010).

There has been relatively more minor attention given to the impact of the three types mentioned above of strategic orientations on product launch. The mechanism has not assessed and translated such intelligence into new product launch success in the Pakistani leather gloves sector. Nevertheless, current developments to the body of knowledge concerning new product launches refer to policymakers' significance in adding intelligence from foundations external to the launching company. For example, Lee & Wong (2011) emphasized the requirement for companies to modify their launch strategies following external constrictions like competition force and market uncertainty. Talke and Hultink (2010) disclosed the significance of taking control of stakeholders like suppliers and clients concerning new product launch success. This study takes these findings as a starting point in building the case for strategic orientations as an essential driver of further product launch success.

Many practitioners and academics argued that this stage of NPD to be the least focused stage of the whole innovation procedure (Bstieler, 2012). Though previous studies have primarily examined launch strategies and tactics connecting and targeting the client (branding, pricing, distribution strategy) (Lee & Wong, 2011), the roles of firm resources like strategic orientations

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have generally been ignored (Bstieler, 2012). It is astonishing as academics examined the benefits of strategic directions for the overall development process of new products (Lechner, Dowling & Welpe, 2006; Petersen, Handfield & Ragatz, 2003). However, the company devotes little attention to the actual commercialization success. This study will fill this gap by studying new product launch success in the Pakistani leather gloves sector.

In a severely competitive market, the structure of operational strategies is essential to any business since it allows them to pursue, attain, and sustain in the market (Avci et al., 2011). Therefore, to survive in the market, organizations should implement a suitable policy for rapidly shifting businesses (Pechlaner & Sauerwein, 2002). The strategy is unquestionably accepted and closely connected to new product development by researchers (Zahra et al., 2006). Strategic organizational orientation measures a firm's culture that offers the organization's priorities and values in dealings with its market competitors and customers and impacts more specific tactics and strategies (Noble et al., 2002). Prior literature documented an excess amount of work as far as strategic orientations. Some scholars discovered the impacts of incorporating market and entrepreneurial orientation (Atuahene-Gima & Ko, 2001; Lisboa et al., 2016; Merlo & Auh, 2009; Miles & Arnold, 1991). In comparison, other scholars measured the relations between technology and market orientations (Paladino, 2007; Hooley et al., 2000; Voss & Voss, 2000; Izquierdo & Samaniego, 2007). The bulk of the work analyzes orientations on a conceptual ground. Some studies view these orientations independently rather than their combined effects (Zhou et al., 2005).

In addition, other studies also claimed that the strategic orientation conception utilized in earlier literature is disjointed and demonstrates only a partial and disconnected opinion. Therefore, Hakala (2010) constructed the idea of strategic orientation by incorporating four diverse components of strategic elements and observed them as patterns of directing commercial action to sustain and expand NPD. Different studies examined the role of market orientation, learning orientation, and entrepreneurial orientation in performance models before forming this concept (Herath & Mahmood, 2014). However, many researchers (Gatignon & Xuereb, 1997; Baker & Sinkula 2009; Aloulou & Fayolle 2005; Hakala, 2010; Atuahene-Gima & Ko 2001; Hult et al., 2004; Rhee et al., 2010; Noble et al., 2002; Salavou, 2005; Zhou et al., 2005; Matikainen et al., 2016) point out that strategic orientation (SO) affects NPL.

There is an enormous bulk of studies observing the influence of a firm's strategic orientations on NPS dedicated on market orientation (MO) of a firm (Van Raaij and Stoelhorst, 2008; Langerak, 2003; Kirca et al., 2005; Carbonell and Escudero, 2010; Wong et al., 2013), however, mostly ignored the influence of other strategic orientations on NPLS. Yet, the MO remains the only central SO related to NPLS (Noble et al., 2002; Mu and Di Benedetto, 2011). Strategic orientations represent profoundly embedded beliefs and values that yield assured actions that influence NPLS (Zhou et al., 2005) and guide the organizations to competitive advantage in the market (Day, 1994). Therefore, numerous academics discussed that a solitary orientation method is inadequate and is not ideal for measuring NPD regardless of market circumstances (Noble et al., 2002; Grinstein, 2008). This study widens the existing concept of SO by observing the influence of the market orientation, product orientation, and relationship orientation on NPLS. Even though prior research has revealed the significance of relationship orientation in the broad context of organizational business performance (Salojärvi et al., 2015; Palmatier et al., 2009; Sin et al., 2005; Yau et al., 2000; Stewart et al., 2012), but the explanatory confirmation in the NPL setting is still missing.

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Nevertheless, modern qualitative and conceptual research recommended NPLS to play a significant role directly to the organizations that emphasize associations. The networks play a vital role in innovation dissemination in business-to-business environment (Johnston & Makkonen, 2014), in assisting the constructive commercialization of radical inventions (Sandberg & Aarikka-Stenroos, 2014) as well as in the contribution of new product launch success (Semrau & Werner, 2014; Partanen et al., 2011). Moreover, this study accompaniment the existing knowledge on SO by effusively discovering the role of the product orientation (PO) on NPL because product orientation shows a crucial role, mainly in research and development concentrated businesses (Cooper, 2018). The three alternative strategic orientations this study will use are MO, PO, and RO.

Relationship between Strategic Orientations (SO) and New Product Launch Success (NPLS)

Numerous studies have added a positive relationship between MO and new product launch (Mu and Di Benedetto, 2011; Langerak, 2003), while some found a non-significant relationship between MO and new product success (Paladino, 2007). The motive for this positive relationship exists in how market-oriented businesses capitalize on knowing their clients and opponents (Langerak et al., 2004). The perceptions expanded to support them to please customer wants and attract regular clients, eventually leading to successful product development (Im and Workman, 2004). The present research facilitates the idea that new product gain is a crucial variable clarifying the relation between MO and product launch in the market (Grinstein, 2008; Kirca et al., 2005). RBV hypothesized that internal and external factors facilitate the MO's effect on consumer adoption by fastening product acceptance among customers. Thus, based on the above findings following hypothesis is proposed.

H1: Market orientation positively relates to new product launch success.

PO established restricted empirical consideration in marketing and NPL studies as far as a literature review is concerned. Past research has distinguished the importance of product orientation for NPD (Mu and Di Benedetto, 2011) but gave less attention to the relationship between product orientation and new product success (Henard & Szymanski, 2001; Song et al., 1997). Even though PO overlooked central customer and competitor views in innovation, a concentration on R&D and the wish to develop superior products for a market postulated as eventually leading to excellent product gain in the market (Zhou et al., 2005). Therefore, improving consumer acceptance and new product launches is vital (Montoya-Weiss and Calantone, 1994; Narver et al., 2004). A product orientation is positively associated with innovations, particularly with tech-focused inventions and revolutions (Zhou et al., 2005). Consequently, the product orientation in line with RBV is confirmed as being the most significant success determinant in a new product launch (Henard and Szymanski, 2001). Therefore, it leads to the following hypothesis:

H2: Product orientation positively relates to new product launch success.

Recent theoretical and qualitative studies regarding the role of social networks in enabling the successful advertisements of radical innovations have positioned the theoretical basis for the idea that a firm's product orientation is a central antecedent to NPL success (Sandberg & Aarikka-Stenroos, 2014). From a theoretical point of view, RBV justified the effect of product orientation on NPL success. The organizational efforts to produce a robust customer-focused relationship increase the formation of intangible assets like loyalty, a comprehensive consumer

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base, and brand fancies (Fang, 2008), resulting in lower innovation obstacles among consumers (Talke & Hultink, 2010). Likewise, the beginning of established relationships with consumers can also facilitate companies to enhance consumer perceptions, and therefore companies can yield products that have a product advantage in the market (Palmatier et al., 2009). The impact of relationship orientation must go beyond consumer recognition since an organizational culture that highlights long-lasting customer relationships can recognize relationships that provoke superior loyalty resulting in higher sales (Matikainen et al., 2016; Day, 2000; Aarikka-Stenroos et al., 2014). Thus, the following hypothesis is presented based on the above findings:

H3: Relationship orientation positively relates to new product launch success.

Mediating Role of Organizational Learning

Research shows that OL is essential for a successful product launch (Tippins & Sohi, 2003; Grant, 1996). Muehlfeld et al. (2012) noted that cross-functional competition improves a firm's advertising knowledge and eventually results in higher financial growth. Strese et al. (2016) has also explored this concept, noticing that market orientation positively relates to exploratory innovation. In this scenario, the present study argues that market orientation also improves the invention output of NPD tasks, which can be predictable to result in successful launches eventually. In conclusion, we forecast that functional units can explore the knowledge they obtained through OL in competitive intra-organizational settings, which ultimately increases general business performance. Thus, the following hypothesis is presented based on the above findings:

H4: Organizational learning mediates the positive relationships between market orientation and new product launch success.

A product-oriented company constantly acquires from its earlier goods launched over time, thus accessible to market signs and clients' preferences and eventually adding high revenues from the new product launch. OL leads to the reconfiguration of organizational mechanism and the reallocation of corporate capitals to add to new product launch efficiency and usefulness (Slater and Narver, 1995). By learning, product orientation may place an organization to collect and apply high-quality knowledge from the market to new product launches. As the procedure of making and introducing new goods into the market requires a significant transmission from past technology, superior feedback and information are perhaps central to the efficiency of a new product launch. They allow organizations to classify suitable technical instructions and activities affiliated with industry developments to better marketplace success than competitors (Mu & Di Benedetto, 2011). Thus, the following hypothesis is presented based on the above findings:

H5: Organizational learning mediates the positive relationships between product orientation and new product launch success.

Numerous studies highlight that organizations need to improve their interior abilities and knowledge to develop customer relationship structure (Alegre & Chiva, 2013). Research shows that the OL role is essential for NPD (Teece, Pisano, & Shuen, 1997). In the case of intra-organizational relations, Muehlfeld et al. (2012) stated that relationship orientation increases a firm's marketing skills and eventually its financial success.

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Moreover, Strese et al. (2016) explored this idea, noting that relationship orientation positively relates to exploratory innovation. In this regard, the current study claims that relationship orientation also boosts the innovation output of NPD functions. The anticipation is a successful product launch eventually. In conclusion, we posit that functional units can explore knowledge they have expanded through OL in relationship orientation, which finally increases overall product commercialization. Thus, the following hypothesis is presented based on the above findings:

H6: Organizational learning mediates the positive relationship between relationship orientation and success of new product launches.

Relationship between Organizational Learning and new Product Launch Success

In today's modern age and challenging business environment, without the capability to gather and act on the knowledge available, knowledge may scarcely be transferred to new product launch success as anticipated. The researchers postulate that knowledge encourages OL, which, in reply, improves organizational performance in further product success. Prior research found a strong learning edge to enhance organizations' capability well-organized knowledge. It enhances organizations' capability in inventive alterations (Tsai, 2002). OL is a central tool of innovation development since organizations can't produce comprehensions for technical progressions without its manifestation (Slater and Narver, 1995). It is also critical for growth and survival in variability and uncertainty (Sinkula et al., 1997). OL can render an organization's capacity into the competency to reply more rapidly to marketplace variations than opponents do, hence leading to sustainable competitive advantage (Hurley and Hult, 1998).

An entrepreneurially focused organization is always ready to take advantage of NPD prospects through learning from the market, experience, and other sources (Slater & Narver, 1998). And a networking-oriented organization constantly retains through its network allies over time, thus being accessible to market signs and clients' needs and, eventually, collecting high returns from new product development. OL guides to the reconfiguration of organizational structure and the rearrangement of corporate assets to add to further product launch success (Dess et al., 1997). As the procedure of introducing new products into the market requires an extensive modification from previous technology, high-class response and knowledge are questionably essential to the efficiency of new product development. They facilitate organizations to recognize appropriate technological guidelines and actions in the form of tacit or complex expertise associated with industry tendencies and guide the industry towards NPLS (Dickson, 1992). Therefore, the researchers formulate the following hypothesis based on the above statements:

H7: Organizational Learning positively relates to new product launch success

Theoretical Underpinning

Beginning with the ground breaking article by Wernerfelt (1984), the RBV of the firm has advanced from numerous academics' efforts. The central claim of those scholars with this view is that a company's resource endowment is a source of rent generation. It categorizes the features of diverse information sharing among organizations (Grant, 1996; Amit & Schoemaker, 1993; Dierickx & Cool, 1989; Barney, 1991; Peteraf, 1993). These assets have facilitated the firms to simplify that the most critical components of the resource endowment are not tangible like financial and physical assets and intangibles like reputation, human capital.

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The conventional literature on strategic management recognized these elements (Lippman & Rumelt, 1982).

Resources seem to be tradable in the marketplace (Barney, 2001), and some of them may be creative. In spite, rent comes mainly from capabilities that firms accrue over time, are sternly distinctive (Amit & Schoemaker, 1993). The capabilities object at coordinating and deploying several resources (Dierickx & Cool, 1989; Conner & Prahalad, 1996; Kogut & Zander, 1992), exist in inherently intangible practices (Teece, Pisano, & Shuen, 1997; Leonard-Barton, 1992; Grant, 1996; Prahalad & Hamel, 1990). As knowledge represents capabilities, their source is learning that occurs inside the firm (Nonaka, 1994; Teece et al., 1997). Explicitly, problem-solving tactics stimulated by gaps between efficient and potential performance (Grant, 1996) prompt learning.

It initiates from the actions performed by individuals at workplaces (Amit & Schoemaker, 1993) in circumstances of complication, uncertainty, and disputes (Leonard-Barton, 1992). It involves social collaboration to constantly transform organizational resources (Iansiti & Clark, 1994). Learning shapes capabilities persistent with the characteristics of rent generation, as its innovative nature consequences both from the history of the organization, which is path dependence and from the place where it substantially takes place, which refers to organizational specificity (Snow & Hrebiniak, 1980; Teece et al., 1997; Amit & Schoemaker, 1993).

The resource-based view tends to implement these theoretical thoughts on the practice of new product launches. The RBV explains that integrative and practical capabilities initiating from agents' actions are positively associated with process effectiveness assessed in terms of period taken and product efficiency linked to the fit with marketplace wants and product excellence**.** Maintained above-expected returns come from a procedure and from a new product launch that generates consumer value by its overall excellence and its capacity to fit market requirements. In the field of new product launches, management processes are grounded on regular and task-oriented announcements associated with the final performance of the firm (Leonard-Barton, 1992).

Regardless of the undoubtedly vital role of processes, scholars mainly emphasized determining the influence of organizational systems and integrative structures in recent research. Iansiti (1997) and Pisano (1994) show the combination of several internal sources of strategic orientations as a primary driver of productivity. Moreover, Leonard-Barton (1992) claims that an organization can launch a product successfully by spreading the internal combination from the product team to the whole firm by limiting the hurdles and interior boundaries. In summary, the RBT views integrative and functional as the primary driver of effective new product launches. In doing so, the model broadens the understanding of the management of product innovation by explaining a set of unique vital factors affecting further product launch success, which would also help meet the objectives of this study in the leather gloves industry of Pakistan.

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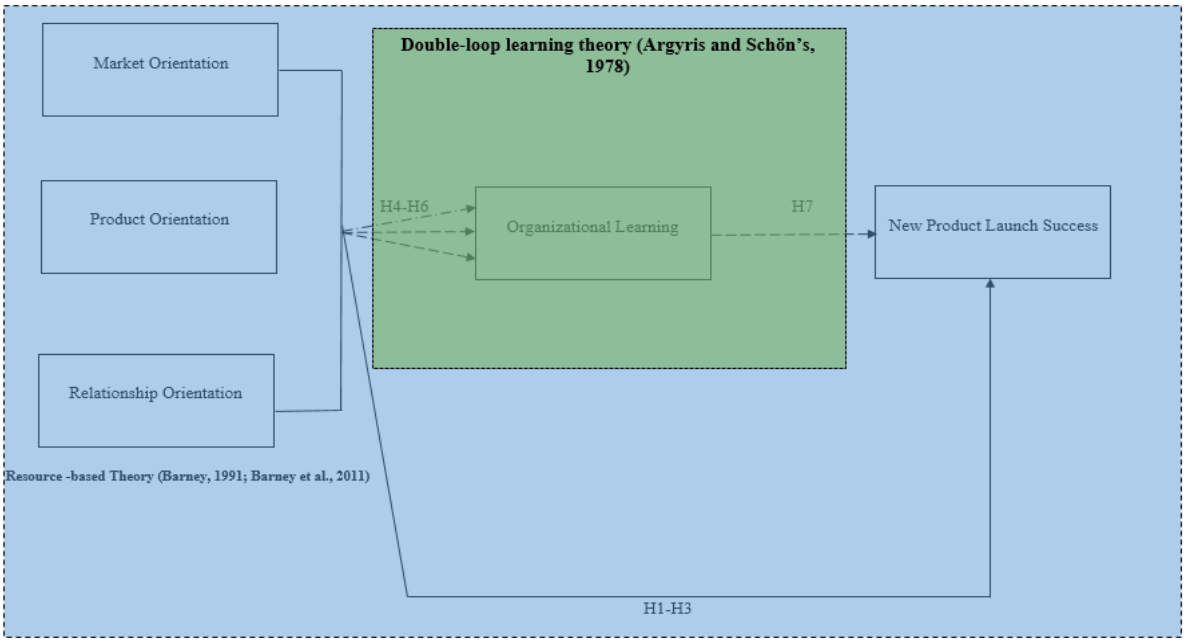

Figure 1: Theoretical Framework

Methodology

The current study is based on positivism and applies the deductive approach, which confirms the quantitative methodology to measure all constructs of the model. All the items are adopted from reputed articles. This study intends to evaluate product managers perception on the influence of firm's knowledge type and strategic orientations on new product launch success. Therefore, the target population of this study are product managers working in leather gloves manufacturing firms in the Sialkot city of Punjab state in Pakistan. This sector is mostly family-owned business using manual based operations. Sialkot is chosen for this study as more than 70% of the leather gloves firms are situated in Sialkot (TDAP, 2020). The judgmental sampling technique has been utilized to select leather glove firms that fulfill the criteria a) established for more than two years b) having a new product launch in the last six months. There are approximately 429 leather gloves firms located in Sialkot city of Punjab (TDAP, 2019). In total, 429 questionnaires were segregated, and 228 questionnaires were collected from the respondents. However, only 211 questionnaires were usable for analyzing the research framework and 17 questionnaires were omitted due to missing values. To determine the respondents' response, the questionnaire used a seven-point Likert scale, while the Smart-PLS is employed for hypothesis testing mainly for data analysis. Also, the descriptive analysis was carried out by using SPSS, to determine the demographic profile.

Findings

Table 1 explains the respondents who had participated in this study. Frequency analysis was employed to analyze demographic information. 42.7 % of the respondents were from 31 to 35 years of age, followed by 22.3% of those 36 to 40 years of age. There were 91 % male respondents, and only 9% were female respondents. This vast difference is due to the male-dominant industry (Pakistan Institute of Trade and Development, 2018). 68.7% of respondents had a bachelor's degree, while 23.7 % with a master's degree and the rest of 7.6 % of respondents had a diploma in their field. A total of 66.8% of the respondents had f 3 to 5 years of experience in their respective firms. 46.9% of the respondents served the company for 3 to 5 years, and 44.1% worked for more than five (5) years. Regarding the number of products

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launched in the last two (2) years, 58.3% of the respondents reported that their firms found 4 to 6 products in 2 years. However, 31.8% said with 1 to 3 products. 57.8% of the respondents claimed their firms had successfully launched three(3) products and 24.6% with two (2) consequences. There were 87.2% of the respondents affiliated with consumer products, while 12.8% with commercial developments in their respective firms. 46.9% of respondents had 201 to 400 employees in their companies, while 37% had less than 200 employees.

Table 1: Respondents Profile

Category	Types	Frequency	Percentage (%)
Age	Less than 20 years	6	2.8
	21 to 25 years	6	2.8
	26 to 30 years	13	6.2
	31 to 35 years	90	42.7
	36 to 40 years	47	22.3
	More than 40 years	49	23.2
Gender	Male	192	91.0
	Female	19	9.0
Education	Diploma	16	7.6
	Bachelor's degree	145	68.7
	Master's degree	50	23.7
Experience	Under 2 years	40	19.0
	3 to 5 years	141	66.8
	6 to 8 years	24	11.4
	over 9 years	6	2.8
Company's age	Less than 2 years	18	8.5
	3 to 5 years	99	46.9
	More than 5 years	93	44.1
Number of Products Launched in Last 2 Years	1 to 3	67	31.8
	4 to 6	123	58.3
	More than 6	21	10.0
Successful Products	1	11	5.2
	2	52	24.6
	3	122	57.8
	More than 3	26	12.3
Product Type	Consumers	184	87.2
	Commercial	27	12.8
No of Employees	Less than 200	78	37.0
	201 to 400	99	46.9
	401 to 600	32	15.2
	Over 600	2	.9
	Total	**211**	**100.0%**

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Constructs/Items	Factor Loading	Cronbach's Alpha	CR	AVE
Market Orientation		**0.883**	**0.905**	**0.519**
MO1	0.695			
MO2	0.746			
MO3	0.787			
MO4	0.800			
MO5	0.818			
MO6	0.746			
MO7	0.703			
MO8	0.627			
MO9	0.514			
Product Orientation		**0.760**	**0.861**	**0.675**
PO1	0.831			
PO2	0.903			
PO3	0.721			
Relationship Orientation		**0.860**	**0.890**	**0.541**
RO1	0.718			
RO2	0.749			
RO3	0.829			
RO4	0.852			
RO5	0.780			
RO6	0.649			
RO7	0.518			
Organizational Learning		**0.918**	**0.933**	**0.670**
OL1	0.877			
OL2	0.887			
OL3	0.776			
OL4	0.896			
OL5	0.905			
OL6	0.736			
OL7	0.605			
New Product Launch Success		0.890	0.917	0.649
NPLS1	0.843			
NPLS2	0.870			
NPLS3	0.805			
NPLS4	0.870			
NPLS5	0.769			
NPLS6	0.655			

Table 2: Internal Consistency and Convergence Validity Results

Smart-PLS 3.0 examined the proposed hypotheses of the current study. Table 2 shows the composite reliability, factor analysis, and average variance extracted (AVE) of the variables. These techniques determine the model validation. The factor loadings contain 0.514 to 0. 905 justifies the minimum threshold criterion of 0.50, thus accepting all the items (Chin, 1998). Table 2 provides the composite reliability and AVE, including item reliability and validity information. The findings show that the composite reliability for all the items is in an acceptable reliability range that exceeds the cut-off value of 0.7 (Chin 1998). Furthermore, the study revealed that every latent variable contains a higher value than the recommended value of 0.05 (50% significant level) for convergent validity. This finding indicates that convergence is acceptable for each construct (Fornel & Larcker, 1981).

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IJEMP
EISSN : 2600-8750
Volume 5 Issue 17 (March 2022) PP. 01-22
DOI: 10.35631/IJEMP.517001

Table 3: HTMT Results

Factors	MO	NPLS	OL	PO	RO
MO					
NPLS	0.107				
OL	0.235	0.606			
PO	0.138	0.340	0.319		
RO	0.167	0.191	0.127	0.142	

In addition, discriminant validity measures divergent validity. Theoretically, it describes the distinctiveness from one construct to another. The Heterotrait-Monotrait Ratio (HTMT) calculated the discriminant validity. The HTMT value should be lower than 0.90. The present study represents the upper threshold value of 0.606 (Table 3), which signifies the discriminant validity for confirming the value is lower than 0.90.

Based on the above statement, all the requirements fulfilled the criterion to test the present study relationships has also been achieved. According to Chin (1998), the bootstrapping procedure estimates t statistics and confidence intervals. Table 4 and Figure 2 indicate that the path coefficient assessment result supports the proposed hypotheses. However, the results support the proposed theories that statistically confirm the significant level of 0.05.

Table 4: Path Coefficient Results

Hypothesis	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values	Decision
H1: MO -> NPLS	-0.009	0.064	0.292	0.770	Not supported
H2: PO -> NPLS	0.100	0.067	1.542	0.124	Not supported
H3: RO -> NPLS	0.213	0.083	2.567	0.011	Supported
H7: OL -> NPLS	0.581	0.060	9.579	0.000	Supported

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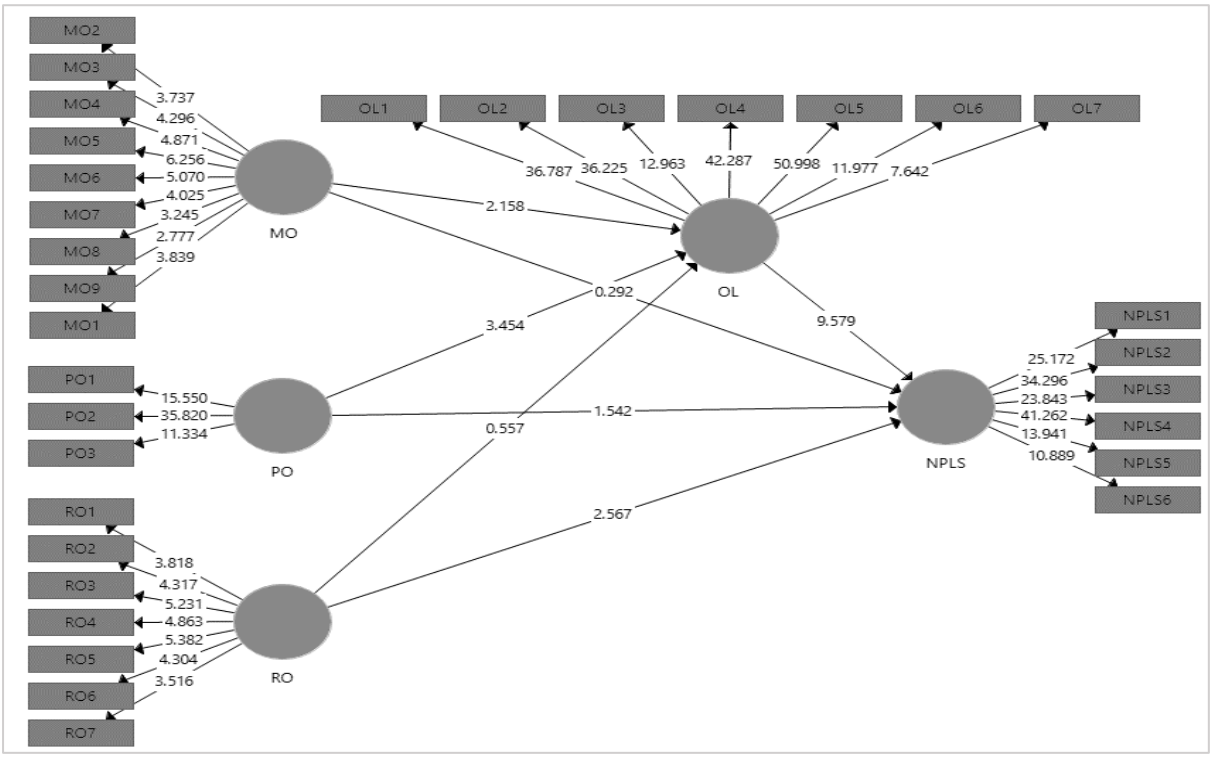

Fig. 2: Structuring Model (Bootstrapping with Inner Model t-Values)

Table 5 shows the mediating results of the present study. The findings show that organizational learning mediates the relationships between market orientation and new product launch success, indicating hypothesis H4 is supported ($p<0.05$). It also moderates the relationship between product orientation and new product launch success supporting H5 ($p<0.05$). It also shows that organizational learning does not mediate between relationship orientation and new product launch success H6 ($p>0.05$).

Table 5: Mediation Results

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H4: MO -> OL -> NPLS	0.103	0.112	0.046	2.227	0.026	Supported
H5: PO -> OL -> NPLS	0.170	0.178	0.059	2.880	0.004	Supported
H6: RO -> OL -> NPLS	-0.037	-0.038	0.068	0.543	0.588	Not Supported

Discussion

The present study discovered that the organizational learning factor has the most significant positive relationship towards new product launch success among the five predictors. The other findings in the literature supported the findings (Kandemir et al., 2006; Hsu & Fang, 2009; Mu & Di Benedetto, 2011). It indicates organizational learning plays a vital role in new product launch success in the leather gloves industry of Pakistan (TDAP, 2019). Continuous organizational knowledge through informal or formal means, high commitment and confidence, business understanding, and joint decision making between the company and

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product manager/project manager facilitate the birth of new ideas and enhanced solutions to current issues concerning the latest product, thus increasing chances of further product launch success.

As found in existing literature, organizational learning is, of course, a substantial business and economic phenomenon that drives companies towards new product success (Adams et al., 1998; Bendig et al., 2017). The second most influential predictor is relationship orientation. This factor has a positive and significant effect on new product launch success which is also in line with the result of (Matikainen et al., 2015; Langerak et al., 2004; Matikainen et al., 2015b; Möller and Halinen, 2000; Spanjol et al., 2012; Morgan and Hunt, 1994). The leather gloves firms in Sialkot, Pakistan, are willing to invest time, effort, spending, and resources in building stronger customer relationships (TDAP, 2019).

Furthermore, the result showed that MO and PO do not confirm a significant positive relationship towards NPLS. These findings align with many other prior studies that argue MO idea should not merely be beneficial for organizational performance. Instead, an overstress on clients might drop an innovative business capability (Zhou et al., 2005; Christensen & Bower, 1996) and leading to only marginally innovative products (Gatignon and Xuereb, 1997; Zhou et al., 2005; Voss and Voss, 2000; Langerak et al., 2004). The critic is that PO overlooks the central customer and competitor views in innovation, a concentration on R&D, and the wish to develop superior products for a market. It helps to postulate, eventually leading to excellent product gain in the market (Song et al., 1997).

As stated above, market orientation and product orientation do not significantly directly affect NPLS. However, they mediated organizational learning. The result shows that organizational learning mediates a significant relationship between MO and NPLS. The findings support prior literature. Complete knowledge of customer preferences increases a firm's ability to develop targeted product offerings resulting in greater customer satisfaction in the market (Tippins & Sohi, 2003). By frequently renovating practical market knowledge through market orientation, companies may gain and sustain competitive advantage (Teece, Pisano, & Shuen, 1997; Grant, 1996), vigorous for NPLS (Alegre & Chiva, 2013; Wernerfelt, 1984).

Furthermore, the results also showed that organizational learning mediates the relationships between product orientation and new product lunch success, which supports the previous literature documented in the body of knowledge (Gumusluoghu & Acur, 2016). Following this result, prior research shows that OL is essential for a successful product launch. Gumusluoglu & Acur (2016) distinguished that cross-functional competition expands a firm's marketing knowledge and eventually results in higher financial growth. Strese et al. (2016) has also explored this concept, noticing that product orientation positively relates to exploratory innovation. However, this study expands the idea of innovation to new product launch success in the leather gloves industry of Sialkot, Pakistan.

Finally, the results also indicate that organizational learning does not mediate the relationships between relationship orientation and new product launch success. It contradicts the previous literature documented in this field. Numerous studies highlight that companies' prerequisite is developing their internal abilities and knowledge insistently to advance customer relationship phenomenon (Alegre & Chiva, 2013). Following this thought, research shows that organizational learning's mediating role is vital for new product launches (Teece, Pisano, & Shuen, 1997). However, in this study, in the case of the leather gloves industry in the Sialkot

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city of Pakistan, the firms focus more on new trends and demands of customers through competitor's analysis, regional developments and are less concerned about building a relationship through organizational learning. (Pakistan Institute of Trade and Development, 2019).

Conclusion

The present study examined the relationship between strategic orientations, organizational learning, and new products launch success in the Leather Gloves Industry of Sialkot, Pakistan**.** Moreover, market and product orientation do not support further product launch success. However, organizational learning mediates the relationship between market orientation, product orientation, and new products launch success.

To conclude, the study is worthwhile and contributes to the literature and all stakeholders in many ways. First, it points out clearly which construct of MO is more significant and influences NPLS in the leather gloves sector of Pakistan. Therefore, project/product managers should classify current resources in their firms, evaluate and recognize their worth. They can utilize them in a new product launch strategy and implementation. Second, this study provided insights to the Pakistani leather gloves producers to carry out steps for future market places in the competitive leather gloves sector. Finally, the present research unveiled the mediating effect of organizational learning with the relationship between market orientation, product orientation, and new products launch success.

Thus, the practical implications of the relevant organizational resource like strategic orientations to achieve NPLS can be well strategized and put into practice. Moreover, the theoretical implications of the study have contributed to the body of knowledge by uncovering the causal relationship among market orientation, product orientation and relationship orientation as independent variables, organizational learning as a mediator, and new product launch success as the dependent variable. By incorporating market orientation, product orientation, and relationship orientation, the study confirms that these organizational resources bring value to the business and improve their new product launch success rate through mediation by organizational learning. Furthermore, strategic orientations have been a constant correlator and predictor of NPLS in numerous settings, for example, in the R&D study context. Thus, to further understand this phenomenon, this research pushed the current frontier by linking strategic orientations to NPLS and its survival. This research combined the resource-based view (RBV) theory and double-loop learning theory to find ways to increase new product launch success in the leather gloves industry of Pakistan. The strategic orientations of organizational resource, it is believed, raises the level of NPLS.

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