

# DYNAMIC ORGANIZATIONAL LEARNING STRATEGY AND FIRM SURVIVAL: A CONCEPTUAL MODEL

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## ABSTRACT

*In the increasing complexity of the global competitive environment, many firms are affected by the macro environmental factors, including the threat of substitute products, established competitors, new entrants, the bargaining power of suppliers and customers. Managers need to study and formulate strategies to adapt and cope with the intense competition at present. Thus, the best way for the survival and growth of the firm often depends on their ability to create and develop their strategies in dealing with the operations of the organization. This paper integrates insights from the perspectives of both organizational learning and strategic management to gain a sustainable competitive advantage and firm survival. Dynamic organizational learning strategy is an instrument for creating unique capability. It is comprised of five dimensions: continuous open-mindedness orientation, dynamic shared-knowledge focus, flexible business experimentation concern, advanced managerial commitment awareness, and adaptive system perspective emphasis. It proposes that organizational creativity, organizational flexibility, organizational innovation, business competitiveness, and firm success of the firm are driven, in part, by superior organization capabilities. It proposes a conceptual model which draws from the organizational learning theory with a dynamic capabilities perspective as underpinnings, and describes the links between dynamic organizational learning strategy, organizational creativity, organizational flexibility, organizational innovation, business competitiveness, firm success, and firm survival. These researches are discussion of the theoretical and managerial contributions, practical implications, and future research direction is also presented.*

**Keywords:** *Organizational Learning, Dynamic Capability, Organizational Creativity, Organizational Flexibility, Organizational Innovation, Business Competitiveness, Firm Success, Firm Survival*

## INTRODUCTION

In the increasing complexity of the global competitive environment, many firms are affected by the macro environmental factors, including the threat of substitute products, established competitors, new entrants, the bargaining power of suppliers and customers (Porter, 1990). The growing liberalization and integration of worldwide trading systems, the pervasive developments in communications technology and globalization, cause a rapid transformation of the global business arena (Lee & Habte-Giorgis, 2004). Managers need to study and formulate strategies to adapt and cope with the intense competition at present, because they will have to fight with rivals who have it already, they also have to contend with new competitors who are

trying to enter the market and there are many factors that organizations cannot control. Moreover, the changing in the external environment consists of global competition, rapid information transfer, economic challenge, and advanced technologies may provide advantages or disadvantage outcome to the firms (Pansuppawatt & Ussahawanitchakit, 2011).

Therefore, the best way for the growth and survival of the firm often depends on their ability to create and develop their strategies in dealing with the operations of the organization (Ussahawanitchakit, 2007). Especially, the organizational learning is strategically important to sustainable competitive advantage and firm survival (Zahra, 2012). Organizational learning is an important strategic capability for explaining why the firm has achieved over its competitors (Bapuji & Crossan, 2004). Organizational learning may be the organization's capabilities to create superior customer value in the long-term. It helps to continuously adapt to rapidly changing market demands, this is true dynamic capabilities (Kandemir & Hult, 2005). The study of the relationship between organizational learning and organizational strategy is to be considered, that organizational learning is a strategic design that is important capability of an organization, and includes the implementation of an effective competitive strategy (Dawson, 2000). Organizational learning is the capability to respond quickly, highly effective and constantly changing business environment is associated with the implementation of the strategy (Beer et al., 2005).

Thus, organizational learning is considered a dynamic capability in which one of the important basics is that the firm has to continue to use a strategy that leads to the use of the opportunity for the environment and avoids threats (Barney, 1991). Hence, it is emphasized that consideration of organizational learning is the dynamic capability that can be done in an environment that is changing rapidly and efficiently (Madhavaram & Hunt, 2008). The current literature on organizational learning has not reached its potential in influencing strategic management. It is loosely inconsistent, connected, and based on different definitions of organizational learning. Such as, the organizational learning is an important tool in the modern markets to provide customer value and to improve organizational performance by means of efficient competitive strategy design and flexible adaptation to rapid market evolution (Santos-Vijande, Lopez-Sanchez & Trespalacios, 2012). In the relationship of exploration and exploitation strategies to organizational learning orientation and finds this relationship to be significant in all cases (Javier, Leopoldo & Antonia, 2014). Also the few attempts to incorporate strategic perspective into organizational learning literature have been mostly unsuccessful.

This paper tries to extend the literature by using the organizational learning theory (Fiol & Lyles, 1985) as theoretical underpinnings, to describe the dimension of dynamic organizational learning strategy. It is also linked to organizational creativity, organizational flexibility, organizational innovation, business competitiveness, firm success, and firm survival (Zahra, 2012; Bapuji & Crossan, 2004; Kandemir & Hult, 2005). Next, relevant literature is reviewed.

## LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

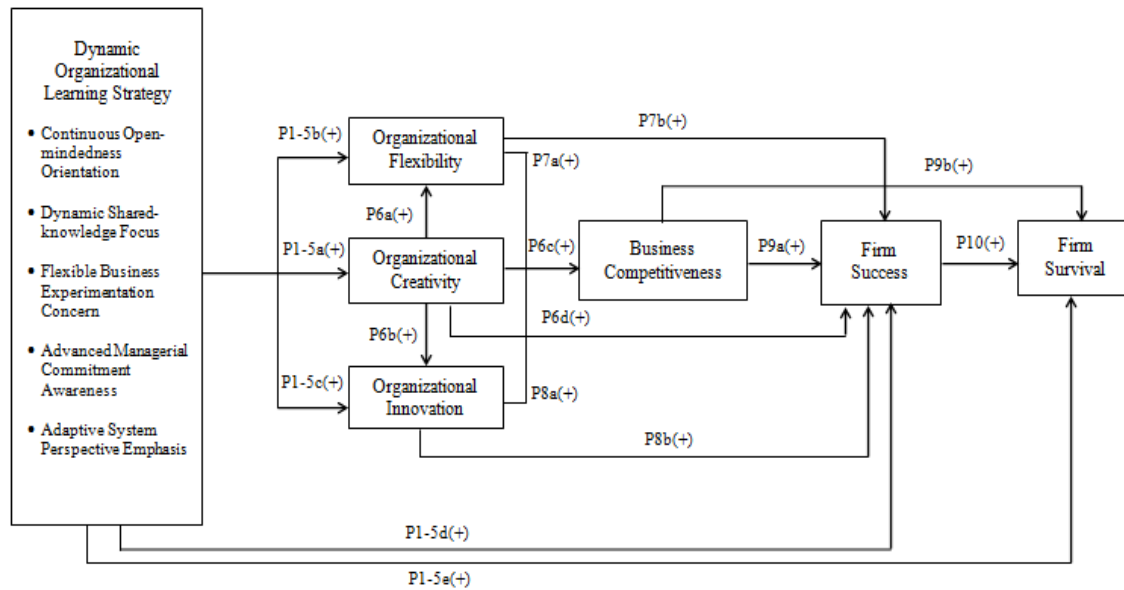
The conceptual model in figure1 shows the effect of five dimensions of dynamic organizational learning strategy that influence organizational creativity, organizational flexibility, organizational innovation, business competitiveness, and firm success on firm survival. Especially, a crucial construct a dynamic organizational learning strategy is considered a dynamic capability in which one of the important basics is that the firm has to continue to use a strategy that leads to the use of the opportunity for the environment and avoids threats (Barney,

1991). Next, the study describes the theory associated with the relationships between the constructs.

Organizational learning is acquiring organization skills, creating and modifying its behavior and transferring knowledge, to reflect knowledge and insights (Garvin, 1993). Organizations may be able to learn independently of any specific individual, but not independent of all individuals. Organizational learning is thus affected either directly or indirectly by individual learning (Kim, 1993). Organizational learning that represents changing associations, frames of reference, and programs requires a methodology that demands a more in-depth at the function of the organization (Fiol & Lyles, 1985). Organizational learning is the attention focused on the intangible resources, especially knowledge, which is considered as the most strategically significant resources of the firm in the determination of competitive advantage (Hoskisson et al., 1999). Organizational learning is multifaceted and its breadth, depth, and speed can have different implications. Breadth refers to the variety of fields and areas in which the firm acquires and masters underlying knowledge bases and structures. As with individuals, firms vary in their interest in exploring and mastering different areas. Depth refers to the extent of a firm mastery of the knowledge that it develops internally or receives from external sources. Mastery becomes evident in the firm's ability on drawing new conclusions and makes new connections among diverse knowledge bases. Speed is the quickness of the firm in acquiring, processing, and understanding the knowledge gained from internal and external sources (Huber, 1991). Moreover, organizational learning is the development of new knowledge or insights that have the potential to influence behavior, and focus on the discovery of new knowledge or practices designed to create performance-enhancing organizational changes (Slater & Nerver, 1995). Meanwhile, organizational learning is the process of understanding and gaining new insights is at the core of organizational learning, and enables firms to create capabilities for competitive strategies, collective actions that lead to new products, procedures, systems, or strategies (Lukas, Hult & Ferrell, 1996; Grant, 1996; Crossan, Lane & White, 1999).

This theoretical perspective provides a viewpoint on the transfer, creation, and application of learning (Morgan, 2004). The firms will develop new knowledge from currently known about products, technologies, and capabilities (Vorhies, Orr & Bush, 2011). The organizational learning theory is applied to explain the phenomenon in this research for the complete explanation and backup of the dimensions of dynamic organizational learning strategy as well. Hence, these theories illustrate the relationships of dynamic organizational learning strategy between its consequence variables as displayed in figure 1.

**Figure1**  
**CONCEPTUAL MODEL OF THE RELATIONSHIPS AMONG DYNAMIC ORGANIZATIONAL LEARNING STRATEGY AND FIRM SURVIVAL**



### Continuous Open-mindedness Orientation

The open-mindedness has taken place in the field of the philosophy of education, rather than in epistemology. A person who is open-mindedness is disposed to revise or reject the position he holds if sound objections are brought against it. The open-mindedness of people in the organization allows the ability to learn many aspects such as the breadth, depth, and speed, and the continuous learning promotes organizational success and survival (Huber, 1991). A climate of openness welcomes the arrival of new ideas and points of view, both external and internal, allowing individual knowledge to be constantly renewed, improved, and widened (Senge, 1990; Slocum, McGill & Lei, 1994; Sinkula, 1994). Organizational learning as a dynamic process, reveals the interactions between openness, experimentation, integration, and knowledge transfer (Huber, 1991). Organizational learning is important for successful organizational adaptation, survival, and successful performance (Argote, 1999; Brown & Duguid, 2001; Burgelman & Grove, 2007; Fiol & Lyles, 1985). It generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahra, Neubaum & Larrenta, 2007). Learning is promoted entrepreneurial activities by enabling firms to innovate, create new business, and renew their operations (Zahra, 2008). Thus, the continuous open-mindedness orientation refers to an openness and willingness to accept new ideas and perspectives, both outside and inside the organization. It will allow individual knowledge to be renewed constantly, increased, and improved (Senge, 1990; Sinkula, 1994).

In summary, for many firms concerned with dynamic organizational learning strategy, it is necessary to integrate several sources in order to create potential competitiveness. Ultimately it leads to achieving organizational creativity through organizational flexibility and organizational

innovation. Thus, its outcome will lead to firm success, and firm survival. Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P1: Continuous open-mindedness orientation has a positive influence on (a) organizational creativity, (b) organizational flexibility, (c) organizational innovation, (d) firm success, and (e) firm survival.*

### **Dynamic Shared-knowledge Focus**

Shared-knowledge is the internal spreading of knowledge acquired mainly through conversations at the individual level, and interaction among individuals, and the exchange of knowledge between and within teams and individuals, organizational units, and organizations (Brown & Duguid, 2001; Kofman & Senge, 1993; Paulin & Suneson, 2012). Shared-knowledge is regarded to debate and dialogue, personnel meetings and work teams can be ideal forums in which to openly share ideas (Nonaka, 1994; Slater & Narver, 1995). Organizations wishing to make their knowledge management strategy a success need to pay attention to organizational and technological for shared-knowledge (Riege, 2007).

The sharing of knowledge is a need for this form of interaction, it must be expressed in words or symbols that are common to the social such a shared language can facilitate knowledge transfer as well as create a positive social influence process (Nelson, 1996). Shared-knowledge also facilitates communication between operational managers with higher shared-knowledge, they will be able to form effective partnerships that enable them to learn about different aspects of the organization's business strategies (Elbashir et al., 2013).

Dynamic shared-knowledge focus is an organizational learning that is important to firm success and firm survival (Argote, 1999; Brown & Duguid, 2001). It generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahra, Neubaum & Larrenta, 2007). Learning also promotes entrepreneurial activities by enabling companies to innovate, create new business, and renew their operations (Zahra, 2008). Therefore, dynamic shared-knowledge focus refers to continuous distributed, published, or transferred knowledge throughout the organization, through conferences, panel discussions, workshops, and informal interaction between the individuals in the organization (Koffman & Senge, 1993; Day, 1994). Thus, from the reasons mentioned above, this leads to the proposition as follows:

*P2: Dynamic shared-knowledge focus has a positive influence on (a) organizational creativity, (b) organizational flexibility, (c) organizational innovation, (d) firm success, and (e) firm survival.*

### **Flexible Business Experimentation Concern**

Experimentation is an essential aspect for generative learning inasmuch as it implies the search for flexibility has solutions to current and future problems, based on the possible use of different procedures and methods (Leonard-Barton, 1992; Garvin, 1993). Experimentation must have a culture that promotes the ability of enterprising, creativity, and the readiness to take controlled risks, supporting the idea that we can learn from their mistakes (Slocum, McGill & Lei, 1994; Slater & Narver, 1995).

Business experimentation is a dynamic organizational learning which can rapidly change in the current business environment. Thus, the flexible business experimentation concern refers to the innovative search on how to solve business problems currently and in the future, that

are modified at any time. It is based on the use of the method and different stages (Shimizu & Hitt, 2004).

Some researchers argue that organizational learning can strengthen a firm's ability to recognize opportunities, to achieve continuous alignment and to pursue new ventures effectively with its environment (Beer et al., 2005; Lumpkin & Lichtenstein, 2005). Organizational learning is important for success organization, survival, and generates new knowledge for building new idea, skills and capabilities that lead to competitive advantage (Argote, 1999; Brown & Duguid, 2001; Chirico, 2008; Zahra, Neubaum & Larrenta, 2007). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P3: Flexible business experimentation concern has a positive influence on (a) organizational creativity, (b) organizational flexibility, (c) organizational innovation, (d) firm success, and (e) firm survival.*

### **Advanced Managerial Commitment Awareness**

Management should be aware of the relevance of learning, the development of a culture that promotes the creation and transfer of knowledge as fundamental values (Stata, 1989; McGill, Slocum & Lei, 1992). Management should have a clear strategic view of learning, making it a valuable tool and influence on the obtaining of long term results (Ulrich, Jick & Von, 1993; Slocum, McGill & Lei, 1994). Similarly, management should ensure that firm's employees understand the importance of learning and participate in the success of their, considering it an active part in the organization's success (Senge, 1990; Slater & Narver, 1995).

Continuance commitment is expected to have little, or even a negative, impact of these behaviors. The importance of affective commitment by explaining that employees with a strong affective commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or normative commitment (Meyer & Allen, 1997).

Managerial commitment is engaging in and maintaining behaviors that help others achieve a goal (Cooper, 2006). Managerial commitment is the relative strength of a person in an organization with a strong belief and acceptance of the organization's goals and values, a willingness to exert a considerable effort on behalf of the organization, and a strong intent or desire to remain with the organization (Mowday, Porter & Steers, 1982). Managerial commitment is positively related to job performance (Konovsky & Cropanzano, 1991). The employees who committed to their organizations are more likely to remain with the organization, and likely to exert more effort on behalf of the organization and work towards its success and should show better performance than the uncommitted employees (Konovsky & Cropanzano, 1991).

Therefore, advanced managerial commitment awareness refers to the process of developing an organization that will allow the organization to create a new working model by itself, facing new challenges. It is eliminating old beliefs inconsistent with the current situation, as well as promoting the development of skill, creating, and relaying knowledge that is fundamental values (Stata, 1989; McGill, Slocum & Lei, 1992; Garvin, 1993; Nonaka, 1994). From the reasons mentioned above, this leads to the proposition as follows:

*P4: Advanced managerial commitment awareness has a positive influence on (a) organizational creativity, (b) organizational flexibility, (c) organizational innovation, (d) firm success, and (e) firm survival.*

## Adaptive System Perspective Emphasis

Systems perspective entails bringing the organization's members together (Senge, 1990; Sinkula, 1994). The various individuals, areas, and departments of the firm should have a clear and understanding of how they can help in their development (Hult & Ferrell, 1997; Lei, Slocum & Pitts, 1999). A system perspective occurs within the organization to encourage the learning of people within the organization, and become the organizational learning which is important to shared-knowledge, perceptions, and belief. It will be enhanced by the existence of joint action by all the individuals involved and a common language in the process. Thus, the presence of common language knowledge integration is a crucial aspect in the development of organizational learning (Grant, 1996).

Organizational learning is important for a successful organization, survival, and successful performance (Argote, 1999). Organizational learning generates new knowledge for building new skills and capabilities that could lead to competitive advantage (Chirico, 2008; Zahra, Neubaum & Larrenta, 2007). Organizational learning as a dynamic process, reveals the interactions between openness, experimentation, knowledge transfer, and integration. To ensure the effective development of organizational learning, the knowledge acquired and created on an individual level has to be transferred and integrated into the organization (Huber, 1991). Thus, adaptive system perspective emphasis refers to the sum of all the organization's membership together, acting in a coordinated manner. It is recognizing the importance of the relationship that is based on the exchange of information and services. This will lead to the development of new ideas, skills, including the development of outstanding innovation within the organization (Senge, 1990; Sinkula, 1994). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P5: Adaptive system perspective emphasis has a positive influence on (a) organizational creativity, (b) organizational flexibility, (c) organizational innovation, (d) firm success, and (e) firm survival.*

## Organizational Creativity

Organizational creativity refers to the development of ideas that are both useful and novel concerning products, processes, and procedures at work, either in the short or the long-term (Amabile, 1979; Oldham & Cummings, 1997). In addition, organizational creativity means the creation of a valuable idea, service, useful new product, procedure, or process by individuals working together in a complex social system (Woodman, Sawyer & Griffin, 1993). Some previous research indicates that a dimension of organizational creativity consists of a creative process, product, person, and situation; and that each of these elements interacts with one another (Brown, 1989; Harrington, 1990). Creativity is an instrument for solving complex organizational problems and producing innovative solutions (Paper & Johnson, 1997). Creativity is the process by which teams or individuals produce a useful or novel idea (Greenberg & Baron, 2003). Creativity the generation of novel and proper ideas, products, processes, or solutions that are useful or appropriate to the situation (Thatcher & Brown, 2010).

Organizational creativity is contributing to the exchange of information and knowledge, increasing flexibility within the organization and for providing standard or customized services to clients (Schoemaker, 2003). Organizational creativity needs to be flexible while not only controlling entrepreneurial risk, but also provide the freedom to search for new knowledge through experimentation and learning. The original output will be the outcome of internal

processes of communication. They need to be an organizational flexible ring true in that good practice will promote creativity, best practices may discourage them for optimum arrangements circumstances change (Patterson & Scotia, 2010).

Thus, organizational creativity, derived from the notion of novelty, newness, and originality in the areas of product, technology, process, and management (Styhre, 2006). In addition, employee creativity not only is an important source of competitive advantage, but also create organizational innovation (Zhou and Li, 2010). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P6: Organizational creativity has a positive influence on (a) organizational flexibility, (b) organizational innovation, (c) business competitiveness, and (d) firm success.*

### **Organizational Flexibility**

Organizational flexibility refers to the act or reacts quickly in a changing competitive environment of the organization, and it responds with a new strategy in a proactive manner to the market opportunities and threats without obligation (Shimizu & Hitt, 2004). Organizational flexibility is that which understands the essence of change. To adapt to nowadays business environmental changes, the organization must be led by managers with strategic vision and human resources with multiple competencies, performance technologies, material and financial resources, and a flexible management system, as well as an organizational change oriented culture (Ionescu, Cornescu & Druica, 2012). To maintain economic and social efficient area, firms must show flexibility, to adopt proactive business strategies and fundamental, with initiation processes and periodical implementation of adequate organizational change (Bacanu, 2006).

On a strategic level, flexibility supposes permanent improvement of process and activities in obtaining sustainable competitive advantages (Matthyssens, Pauwels & Vandenbemt, 2005). Thus, organizational flexibility, particularly strategic one, directs the operation of the organization, conditioning decisively its long-term performance (Nadkarni & Naraynan, 2007). In the area of management, literature should recognize more flexibility issues in general and the strategic, and provide an important area of research (Nadkarni & Hermann, 2010). Organizational learning is allowing greater strategic flexibility to neutralize environmental threats, even to shape the market evolution and take advantage of market opportunities (Argyris & Schon, 1978). Organizational learning enables firms to attain a sustainable competitive advantage by improving organizational information processing activities, which allows more effective and faster adjustment to market conditions and changing environments than the competition (Dickson, Farris & Verbeke, 2001). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P7: Organizational flexibility has a positive influence on (a) business competitiveness, and (b) firm success.*

### **Organizational Innovation**

Organizational innovation refers to an adoption of purchasing a device or an internally generated policy, system, program, product, process, or new methods of the adopting organization, and new service of organization for business management in the workplace and in the relationship between firms and external agents. Innovation is a result of knowledge



enhancement responding and implemented for creativity in the organization (Damanpour, 1991; Cheung et al., 2006). Innovation derives from the successful implementation of creative ideas within an organization (Amabile et al., 1996). Besides, value innovation or strategic innovation became a focal variable underpinning the creation of competitive advantage (Baden-Fuller & Pitt, 1996). Innovation is defined as an original idea for establishing products, processes, and systems which derive from an individual, a group of people, firms, an industrial sector, or society as a whole (Vakola & Rezgui, 2000).

Scholars mention innovation as the process leading to a competitive advantage (Branzei & Vertinsky, 2006). Innovation has become a strategy used to provide opportunities in global competitive markets, and achieve competitive advantage, because the competitive advantage is provided by the ability to develop innovation (McAdam & McClelland, 2002). The impact of different innovation capabilities can be reflected by product innovation performance that improves via quality systems and organizational creativity. Thus, process innovation can improve productivity (Chakrabarti, 1990). Firms with great innovative capabilities tend to obtain opportunities in product development and market development; and in turn, generate different new products (Atzei et al., 1999). Furthermore, prior research indicates that the high levels of organizational creativity are a significant factor of superior innovation performance (Bharadwaj & Menon, 2000). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P8: Organizational innovation has a positive influence on (a) business competitiveness, and (b) firm success.*

### **Business Competitiveness**

Business competitiveness refers to the process of providing products and services more effectively and efficiently than the relevant competitors for sustained success in markets without protection (Blunck, 2006). Businesses are the strategic management ability to fit with the integration of new resources, restructuring both inside skill and outside skill of organizations to meet the changing needs of the environment with rapid variability (Teece, Pisano & Shuen, 1997). Business competitiveness is the firm's resources and capabilities that provide benefits, while other firms that do not take advantage of those resources and capabilities through quality, price, cost, delivery reliability, time and product innovation (Lee & Wilhelm, 2010). In the general, competitiveness usually refers to advantage obtained through superior productivity, include firm profitability, the firm's export quotient, and regional or global market share (Blunck, 2006).

Competitive advantage of business is composed of quality advantage, innovation advantage, price advantage and transport advantage. In addition, competitive advantage is valuable strategy-building over the competition (Porter, 1985). Productivity is affected acknowledgement of customers and customer satisfaction, and can increase incomes of the firm and, hence, leads firms to sustainable success. Thus, customer satisfaction affects favorable prices and competitive advantage. Competitive advantage affects firm successes and firm survival (Bharadwaj & Menon, 2000; Porter, 1985). Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P9: Business competitiveness has a positive influence on (a) firm success, and (b) firm survival.*

## Firm Success

Firm success refers to the achievement of goals and performance of the organization. It has the ability to retain customers, and excellence in the innovation, operations, and finance (Mohrman, Finegold & Mohrman, 2003). In addition, firm success also that a capability of achieving the firm's objectives in terms of overall performance, including four main perspectives: internal business processes, finances, customers, and learning and growth. Four items are concerned the continuous growth rate of assets, sales, and profit; as well as the continuous increase of market share and new customers (Scott & Bruce, 1994). Firm success is the assessment of firm performance, which is successful in several aspects, and the potential for achieving an organization's objectives in various outcomes, including the finances, internal business processes, learning, and customers (Cadez & Guilding, 2008; Chalatharawat & Ussahawanitchakit, 2009). Components of firm success are the collected data from customer satisfaction surveys, sales volume, market share, return on investment, product quality improvement, and profitability (Cadez & Guilding, 2008).

Firm success is related to strategies, a capability which needs to manage firm performance or survival in a highly competitive situation (Mohrman, Finegold & Mohrman, 2003). Previous research has shown an interest in understanding the factors that influence a firm's ability to survive through business success. Accordingly, the determinants of firm successes and firm survival have been the focus of much research. Thus, the successful organization has a long-run performance over its rivals. Hence, from the reasons mentioned above, this leads to the proposition as follows:

*P10: Firm success has a positive influence on firm survival.*

## Firm Survival

Firm survival refers to the status of the organization that has gained a satisfactory performance in the past, continues to the present, and is expected to extend to be better in the future. Firm survival requires maintaining a balance between stability and flexibility within the external environment (Boal & Schultz, 2007). Firms must include the ability of the organization and organizational innovation to ensure the survival of the organization that will continue into the long-term. Moreover, many studies describe survival as the approaches, or strategies that firms must have to integrate their business innovation and organizational capabilities, to ensure corporate survival in a long-run operation (Pansuppawatt & Ussahawanitchakit, 2011).

## CONTRIBUTIONS

### Theoretical Contribution

This conceptual paper aims to explain the theory associated with how a firm can sustain a competitive advantage and survive in a fluctuating business environment. In linking organizational learning theory, firms must show growth in order to survive and are also required to enhance the organization's ability to innovate and survive during different times of crisis. It also proposes a clearer understanding of the relationships among the five dimensions of dynamic organizational learning strategy and firm survival via organizational creativity, organizational flexibility, organizational innovation, business competitiveness, and firm success. This can be

tested by an empirical approach to validate the relationships of the propositions presented in this paper.

### **Managerial Contribution**

This study aims to examine and explain how the development of new dimensions of dynamic organizational learning strategy is different from those in the past. It provides evidence that can benefit the decision-making of the managing director or managing partner with a dynamic organizational learning strategy to attain and sustain a competitive advantage. In addition, it can help them to identify and justify crucial components that may be more advantageous with a rigorously competitive advantage. In realizing a dynamic organizational learning strategy can enable them to attain organizational creativity, organizational flexibility, organizational innovation, business competitiveness, and firm success which may influence the firm's ability to survive in the long term.

### **SUGGESTIONS AND FUTURE RESEARCH DIRECTIONS**

This conceptual paper can be tested by the empirical approach. Future extension of this study should consider specific industries such as instant foods and convenience foods businesses and, information and communication technology. Different national settings (for instance, Thailand and China) lend to validate the propositions.

### **CONCLUSIONS**

This conceptual paper aims to create and develop strategies in dealing with the operations of the organization in the fluctuation of business environments. Especially, the organizational learning is strategically important in sustaining a competitive advantage and firm survival. While, the dynamic organizational learning strategy has a substantive capability to cope with this situation, it also has influences among organizational creativity, organizational flexibility, organizational innovation, business competitiveness, firm success, and firm survival. These are explained by organizational learning theory. Especially, firms can develop dynamic organizational learning strategies in terms of new approaches to gain a sustainable competitive advantage in the long term.

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