

Agile learning culture influence on dynamic capabilities of knowledge-based organizations: Polish-Finnish cross-country analysis

Rapid changes in the business environment require organizations to constantly learn and adapt to the changes, as well as to adapt themselves to ensure business continuity, prevent bankruptcy and protect jobs. Therefore, developing the dynamic capabilities, in other words, "abilities to adapt" of organizations, is of great importance to the overall economic stability and the quality of life for families and societies.

Several essential facts inspiring the project idea:

1. Most organizations have the competence to train their employees to "perform their duties accordingly" - to achieve consistent, repeatable quality. As a result, those enterprises improve their activities within the framework of the existing processes.
2. A smaller proportion of the existing organizations possess the competence to teach their employees to "do their work differently if it helps them to do their work better." Those enterprises improve existing processes, sometimes even their systems.
3. A very small portion of organizations is able to use the talents of their employees to reorient their daily routines in response to an external change. Namely, make them able to work in entirely different schemes, even doing something totally different from before - to adapt the entire organization to new situations, e.g., to the opportunity or threat (e.g., COVID-19). Organizations able to do this possess dynamic abilities, thanks to which they adapt and constantly develop and remodel processes, organizational systems, or even entire business models. The problem is that there are few such organizations.

Nationwide, dynamic capabilities of the organizations not only sustain the national economy, protect jobs, and relate to families and the entire society's life conditions but also contribute to a high level of innovativeness since such organizations are focused on continuous improvement creation. Therefore, knowledge of dynamic capabilities is important and needed.

The general aim essence is the contribution to the body of knowledge concerning agile mindset creation and influence on multilevel double and triple-loop trial-error agile learning, dynamic capabilities, and innovativeness. **The core of the project's social value** is the knowledge about organizational adaptability to changes. Adaptability skills matter for innovativeness, workplace security - organizational survival, and the general desired development.

Specific aims

- I. Identification of key variables and mechanisms involved in the organizational agile learning process - qualitative studies stage.
- II. Structural analysis of relations between variables by nation and by sector to understand mechanisms and learn from them – the minimum twelve models (4 nations x sectors) are expected, as a basis for this investigation, next expanded by expected to be identified control variables, mediations, and moderations.

Methodology: analytical mixed qualitative and quantitative methods will be used in the research process. The qualitative stage is needed to explore in more depth the conditions and reasons for the emergence of an agile mindset in organizations and gather insights about multilevel agile learning. Then, using quantitative methods, the cause-and-effect structure of the mutual relationships of the identified variables will be determined. Dynamic capabilities, innovativeness, and the condition of the economy are linked together. Therefore comparative studies are planned based on countries such as Poland and Finland

Planned results: identifying and measuring an agile learning culture's key determinants and effects of an agile learning culture concerning dynamic capabilities and innovativeness.

Expected benefits: knowledge from the project enable enterprises to better adapt to the changing business environment.

Understanding the mechanisms of agile learning culture creation is vital for educating innovators and raising the higher level of innovativeness in Poland.