

## **Organizational Learning, Strategic Renewal, and Organizational Survival: The moderating role of Environmental Complexity**

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### **ABSTRACT**

#### **Keywords:**

*Organizational Learning, Strategic Renewal, Organizational Survival, Environmental Complexity, and Private sector hospitals.*

In today's complex environment, effective learning across organization is an essential element for better organizational performance and survival. Founding on the resource dependence theory and utilizing the data acquired from 476 managerial level employees of 120 private sector hospitals, our study validated the fact that organizational learning has a significant positive impact upon organizational survival. The relationship between organizational learning and organizational survival is mediated by strategic renewal. Moreover, environmental complexity negatively moderates the relationship between organizational learning and survival. This study contributes to management literature by elaborating the underlying conversion mechanisms of organizational learning into organizational survival by considering the moderating role of environmental complexity and mediating role of strategic renewal in private sector hospitals of Pakistan.

### **INTRODUCTION**

Due to environmental uncertainty and complexity, the chance of business failure has increased drastically (Govindarajan & Srivastava, 2016). The long run survival of organizations is the most vital and crucial aim of the firms and their owners (Stubbart & Knight, 2006). Various organizational theories regard survival as the most suitable outcome for organizations wherein managers particularly focus on finding ways to sustain their existence hostile competitive environment (Greenwood & Suddaby, 2006). Josefy, Harrison, Sirmon, and Carnes (2017) have defined organizational survival as the situation where

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organizations successfully continue their operations, retain first ownership, and maintain financial solvency.

Organizational survival is not possible without intentional and strenuous efforts by the management of a firm (Balch, 1987). Uninterrupted learning, better organizational strategies, and human intentions are the main determinants of organizational survival (Kaufman, 1994). For sustainable performance and survival of any organization, there must be continuous learning across all the levels in an organization (Fontana & Nesta, 2010). So, for that purpose, effective organizational learning is required to proficiently avoid the environmental threats and acquire the essential knowledge for effectively competing with business rivals (Dencker, Gruber, & Shah, 2007).

So, organizational learning entails the acquisition, dissemination and use of knowledge (Argote, McEvily, & Reagans, 2003), and is therefore an important activity for organizational performance (Aydin & Gormus, 2015). It is a well-established fact that efficient and productive managers are capable enough of converting their ordinary organizations into learning organization in order to enhance their strategic performance (Wang, 2008). And, an organization with higher capabilities to learn outperforms their competitors (Villar, Alegre, & Pla-Barber, 2014).

Similarly, strategic renewal goes hand in hand with organizational learning. According to Crossen and Berdrow (2003), organizational learning without having proper mechanisms for strategically renewing the vital components of an organization is of little use. The organizations which unceasingly renew themselves have more chances to survive (Agarwal & Helfat, 2009; Molina & Callahan, 2009). Strategic renewal enables an organization to effectively cope with the threats which are detrimental to its survival (Collinson, 2008; Capron & Mitchell, 2009). So, organizational learning without strategically renewing is of little use for any organization (Burgelman, 1991; Jaw & Liu, 2003).

The greater the number of external factors highly uncertain for the decision maker, the greater is the complexity he confronts (Popper & Lipshitz, 2000). According to Cannon and John (2007), environmental complexity is a function of increased number of environmental variables with which an organization must interact. Moreover, it includes heterogeneity, dissimilarity, or diffusion among these variables which makes organizations to acquire more sophisticated and technical knowledge in order to effectively respond to the environmental demands and pressures. Due to higher level of complexity in business environment, managers face difficulty in making decisions (Sargut & McGrath, 2011) because it has affected

collaborations across organizations especially in supply chain (Christopher, 2000) and hence effected the overall economies (Nicholis, 2006).

The key objective of this study was to empirically examine the link amongst organizational learning and organizational survival. Additionally, the mediating role of strategic renewal was inquired for better understanding of the underlying mechanisms linking organizational learning to the survival of any organization. Moreover, the moderating role of environmental complexity was also explored empirically. As it is evident from the published literature that business environment in Pakistan is complex and unpredictable and almost every organization is desirous to ensure their survival in long run, so this study is of higher significance for the practitioners to effectively manage their knowledge resources and successfully face the environmental threats. Data was collected from the private sector hospitals. This study was aimed at providing in-depth understanding of the utility of organizational learning and strategic renewal in ensuring long run survival of these private sector hospitals in the complex environment facing organizations in Pakistan.

### ***Organizational Learning and Organizational Survival***

Organizational learning (OL), as defined by Van der Heijden (2004), is a process of continuous search for new knowledge by individual employees and then capitalizing upon the individuals' experiences into the organization. Similarly, Holmqvist (2003) termed OL as a process of adaptation by an organization to the rapidly changing environment in which it operates. Jerez-Gomez, Cespedes-Lorente, and Valle-Cabrera (2005) termed acquisition, propagation and assimilation of knowledge into the organization as strategic conditions for ensuring organizational learning. According to them, OL being a dynamic process proceeds through different degrees, at organizational, group and individual level. While explaining the process of OL, Lien, Hung and McLean (2007) also postulated that it commences with learning of an individual after collection of information and formal training. Then this new knowledge is disseminated to group level through official interactions. Ultimately, this newly acquired knowledge is feed into the organizational memory.

Organizational learning takes place in two phases, relevant external knowledge is identified in first place and then this knowledge is brought to own organizational context (Lichtenthaler & Lichtenthaler, 2009). According to Sun and Anderson (2011), it is the individual employee who identifies external knowledge in the first phase; and then newly acquired knowledge is shared across the organization by groups through social interaction in second phase.

According to Garrett, Covin, and Slevin (2009), organizational learning assists in reducing futile experimentation, recognition of poor organizational practices, identification of options and behavioral adjustment. Awbrey and Feurig (2005) hinted upon the blessings of organizational learning in case of improved financial performance and advocated investment in the organizational learning activities.

Open system organizations that operate in a complex environment, could select their future course of action by utilizing the principles of organizational learning (Jeske & Axtell, 2016; Rosanas, 2008). The organizational decision makers should be proactive instead of being reactive to the environmental complexities, by using organizational learning, they could easily alter their environment according to their needs (Burnes, 2004; Dencker, Gruber, & Shah, 2007).

For the sake of sustainable performance and longer life, organizations are required to continuously learn (Baum & Ingram, 1998). Absence of effective organizational learning will pose serious threats to the survival of organizations (Bennet & Bennet, 2004; Fontana & Nesta, 2010). According to Aydin and Gormus (2015), it is the organizational learning which keeps an organization alive and guarantees its long run survival. Organizational learning helps in acquiring up-to-date knowledge, enables organization to use latest technology, and helps in renewing the existing processes (Dencker, Gruber, & Shah, 2009; Shah, Yasir, Majid & Javed, 2019). Thompson (2005) emphasized learning at all individual, group as well as organizational levels to effectively meet the demands of the various stakeholders.

### ***Mediating Role of Strategic Renewal***

Organizations facing increasingly complex environments, having extensive and often indeterminable social, political, economic and technological changes, are more prone to threats that might challenge their survival (Schmitt, Raisch, & Volberda, 2018). Strategic renewal helps these organizations in changing their path dependence by altering their capabilities and strategic direction (Albert, Kreutzer, & Lechner, 2015; Lundin & Midler, 2012). The recognition of challenges presented by environment and then devising and implementation of the processes of transformation are the main themes of strategic renewal (Basu & Wadhwa, 2013; Sosna, Trevinyo-Rodríguez, & Velamuri, 2010). Since every organization needs to transform itself after a certain time period, strategic renewal is an important strategy to ensure long term survival and prosperity (Jones & Macpherson, 2006; Peltola, 2012).

Strategic renewal, as explained by Schmitt, Raisch and Volberda (2018), helps in maintaining competitive advantage by transformation of core capabilities of a firm, apprehends the whole organization, and is vital for breaking the firm's path dependence and ensuring its strategic performance. Agarwal and Helfat (2009) state that strategic renewal enables a firm to cope with the inertia by modifying its resource base, which ultimately ensure long-term performance and survival even in case of severe economic decline (Martin-Rios & Parga-Dans, 2015; Schmitt, Barker, Raisch, & Whetten, 2015).

### ***Moderating role of Environmental Complexity***

Environmental complexity entails concentration of the elements of an environment and their heterogeneity (Dess & Beard, 1984). According to them, heterogeneity is the number of variables interacting with each other and concentration in an industry is based on the geographic location of activities. While interacting with numerous variables and having dispersed business activity's locations, organizations have to get engage themselves in many different activities, ultimately increasing the need for relevant information (Montuori, 2000). These amplified requirements for information create the environment even more complex for these organizations (Giannoccaro, 2015). Environmental complexity includes variety of organizational activities, number of firms, firm size and resource distribution across an industry (Dess & Beard, 1984).

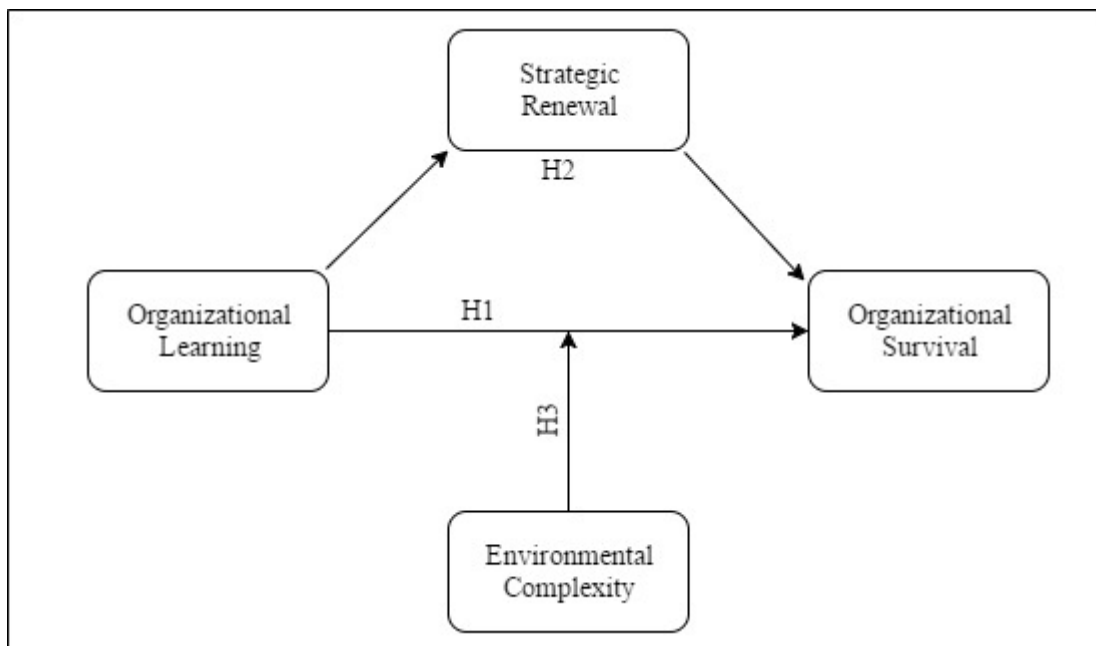
Organizational learning has been identified as an important element for every organization, especially where there is higher level of environmental complexity (Teece, 2011). Since, the reduced decision-making capabilities due to these complexities could only be covered with effective learning across all the level of an organization (Boyd & Fulk, 1996). The environmental complexity forced organizations to acquired new knowledge and learn effective strategies for achieving competitive advantage over their rivals (Baden-Fuller & Volberda, 1997). Individual employees as well as the management, in this case, are responsible for developing the culture that encourages organizational learning and its sustainability (Flier, Bosch, & Volberda, 2003). Vigorous experimentation, logical risk taking, empowering employees, and giving access to relevant knowledge could be some vital features for culture supporting organizational learning (Chan & Scott-Ladd, 2004). When organizational decision makers fail to predict, understand and accept the changes taking place in the external environment, they lose their strategic position of effectively responding to the environmental dynamics (Boal & Schultz, 2007).

In the nutshell, a theoretical framework was developed for this study in which the complex relationship between organizational learning, strategic renewal, organizational survival, and environmental complexity. So, after above literature-based discussion, we propose the following hypotheses for this study;

**H1:** *Organizational learning is positively associated with organizational survival.*

**H2:** *Strategic renewal mediates the relationship between organizational learning and survival.*

**H3:** *Environmental complexity negatively moderates the relationship between organizational learning and survival.*



**Figure 1 Theoretical Framework**

## METHODOLOGY

This study was conducted in the context of developing countries with the objective of analyzing the effect of organizational learning upon organizational survival with mediating effect of strategic renewal, and the moderating effect of environmental complexity. The study was cross sectional and quantitative in nature. The quantitative and cross-sectional studies are considered appropriate to handle the research that aims at identifying the relationship between constructs (Mackenzie, & Knipe, 2006).

The population of the study was the 1208 managerial level employees working in the 120 private sector hospitals operating in Hazara Division registered with the KPHRA and PM&DC. Wolf, Harrington, Clark and Miller (2013) argue that a minimum sample of 450 respondents is required to carry out an analysis of mediation models. The process of data

collection process was initiated in August 2018. The instrument i.e. questionnaires were sent through postal addresses (910 questionnaires). Each questionnaire contained a covering letter explaining a purpose of research. Initially, the response rate was low, so research team decided to have personal visits to these hospitals. After meeting managerial staff of these private sector hospitals, and presenting self-administered questionnaire, the data collection team managed to collect 476 useable responses with the response rate of 39.4% while sampling error being  $\pm 5\%$  and 95% confidence level.

### ***Measures***

For this study, the items were measured at five-point Likert scale for organizational learning (Busch & Hostetter, 2009); strategic renewal (Saez-Martinez & Gonzalez-Moreno, 2011); organizational survival (Shah et al., 2019); and environmental complexity (Achrol & Stern, 1988; De Clercq, Thongpapanl, & Voronov, 2018).

### ***Independent variable***

Organizational learning was operationalized and measured by utilizing the questionnaire developed by Busch and Hostetter (2009). The measurement of organizational learning consists of 26 items, and the coefficient of Cronbach's  $\alpha$  for these items was 0.819.

### ***Dependent variable***

The theoretical development of the measure of organizational survival was adopted from (Shah et al., 2019). The measurement of organizational survival consists of 17-items scale while the value of Cronbach's  $\alpha$  was 0.84 for these items.

### ***Mediating variable***

Strategic renewal was measured with Saez-Martinez and Gonzalez-Moreno (2011)'s 4 items scale. For these items the coefficient of Cronbach's  $\alpha$  was 0.824.

### ***Moderating variable***

The moderating variable i.e. environmental complexity was measured with 6 items formulated and used by Achrol and Stern (1988) and De Clercq, Thongpapanl, and Voronov (2018). For these items the coefficient of Cronbach's  $\alpha$  was 0.824.

### ***Control variable***

In order to have accurate estimates the study focused on possible contextual and background factors affecting the study results acquired from the private sector hospitals. The study considered the firm age, firm size, educational level of the respondents and experience of the respondents as control variables. Firm age was categorized as; 1= 1 to 3 years, 2 = 4 to 6 years, 3 = 7 to 9 years, 4 = 10 to 12 years and 5 = firm age more than 12 years. Firm size was categorized as following 1 = less than 10 employees, 2 = 11 to 20 employees, 3= 21 to 30

employees, and 4= more than 30 employees. Experience level was measured with following categories 1= 1 to 5 years, 2 = 6 to 10 years, 3 = 11 to 15 years, 4 = 16 to 20 years and 5 = job experience more than 20 years. Education level was measured by the categories enlisted as; Matriculate, intermediate certificate, bachelor's degree, or postgraduate degree.

## RESULTS & DISCUSSIONS

The below table 1 present the results of Mean, Standard deviation (SD) and the correlation statistics. The results suggest that all the study variables are positively correlated. Organizational learning has positive correlation with organizational survival as the values are ( $r = 0.48$ ), as well as to strategic renewal ( $r = 0.41$ ). Strategic renewal is positively correlated to organizational survival as ( $r = 0.53$ ). The correlation results further revealed that environmental complexity is negatively correlated to other variable of the study. The correlation result provides strong support to the formulated theory. Furthermore, the mediating effect was measured by employing the test developed by Baron and Kenny (1986).

**Table 1.** Summary of descriptive and correlation statistics

Variable	Mean	SD	1	2	3	4	5	6	7	8
Firm age	2.8	.88	1							
Firm size	2.9	.83	.07	1						
Work experience	2.7	.89	.18*	.02	1					
Education level	3.9	.32	.06	.04	.03	1				
OL	3.5	.93	.09	.10*	.06	.08	1			
SR	3.7	.92	.05	.08	.07	.05	.41**	1		
OS	3.8	.89	.07	.06	.04	.08	.48**	.53**	1	
EC	3.6	.87	.06	.04	.08	.09	-.41**	-.37**	-.31**	1

Note: OL (Organizational Learning); SR (Strategic Renewal); OS (Organizational Survival); EC; environmental complexity; SD (Standard Deviation)

### Mediation Analysis

To test the study hypotheses, four steps model of mediation analysis proposed by Baron and Kenny was considered. The results of the analysis demonstrated in table 2 and table 3 revealed the statistical support for mediation of strategic renewal between the relationship of organizational renewal and organizational survival. From the results, it is evident that the first condition met as the value are ( $\beta = 0.41$ ,  $t$  value of 6.01,  $p < 0.00$ ) which suggest learning is related directly and positively to strategic renewal. The second condition was also satisfied as results show that direct and positive relation of organizational learning with organizational survival ( $\beta = 0.48$ ,  $t = 7.80$ ,  $p < 0.00$ ). Condition 3 is also satisfied as ( $\beta = 0.53$ ,  $t = 8.04$ ,  $p < 0.00$ ) which revealed that strategic renewal is related positively with organizational survival ( $\beta = 0.53$ ,  $t = 8.04$ ,  $p < 0.00$ ). Three steps of simple regression were confirmed on the basis of these above given results.



**Table 2.** Regression with SR as mediator and OS as dependent variable

Independent variable	SR					OS				
	R <sup>2</sup>	Std. Error	$\beta$	t-value	Sig.	R <sup>2</sup>	Std. Error	$\beta$	t-value	Sig.
OL	0.32	0.05 3	0.41	6.01	0.00	0.24	0.04 9	0.48	7.80	0.00
<b>SR (Mediator)</b>	--	--	--	--	--	0.22	1	0.53	8.04	0.00

Note: The regressions are performed separately between independent, mediator and dependent variable: OL (Organizational Learning); SR (Strategic Renewal); OS (Organizational Survival)

The fourth step of Baron and Kenny model was satisfied from the results of multiple regression analysis. The table 3 results suggest that the direct effect of organizational learning on organizational survival was insignificant ( $\beta = 0.11$ ,  $t = 1.17$ ,  $p = 0.30$ ), with the inclusion of strategic renewal as the mediator which support the hypothesis 2 of the study.

**Table 3.** Results of multiple regression for organizational survival

Model	Factor	R <sup>2</sup>	F	Std. Error	$\beta$	t-value	Sig.
1	Organizational Learning	0.34	97.28	0.084	0.11	1.17	0.30
	Strategic Renewal			0.054	0.46	8.51	0.00

The current study also utilized the approach of normal test theory using PROCESS Macro within SPSS for the purpose of determining the significance and indirect effect size of links between organizational learning and organizational survival. Statistics for direct, indirect and total effects are provided by the results of normal test theory (Preacher & Hayes, 2008).

The results given out in table-3 explain that that, organizational learning has a direct but insignificant effect ( $\beta = 0.11$ ,  $p = 0.30$ ), whereas, the outcomes of Normal Test Theory i.e.  $Z = 4.87$  and  $p < 0.00$  proved the indirect effect ( $0.42 - 0.11 = 0.36$ ) of organizational learning upon organizational survival.

**Table 4.** Direct and Indirect effects of OL on OS using PROCESS in SPSS

Mediation Models	Total effect			Direct effect			Indirect effect Normal Test Theory		
	$\beta$	$t$	$P$	$B$	$t$	$P$	$\beta$	$Z$	$p$
OL $\rightarrow$ SR $\rightarrow$ OS	0.42	7.72	0.00	0.11	1.40	0.08	0.31	4.87	0.00

Note: OL (Organizational Learning); SR (Strategic Renewal); OS (Organizational Survival).

### Moderation Analysis

In order to test H3 that is about moderating effect of environmental complexity upon the relationship of organizational learning and organizational survival the study utilized the hierarchical regression analysis. The below table 5 entails the results of step1. Step 2, and

step3. Step 1 provides the results for control variables. In order to examine the moderating effects of environmental complexity in model 2 the two variables organizational learning and environmental complexity were entered. These constructs predicted a significant variance in organizational survival as ( $R^2=0.183$ ,  $p<0.001$ ). To evade the problem of high level of multicollinearity existing among the interaction term; the study variables were centered, an interaction term is formed between organizational learning and complexity, in next step of model 3 the interaction term which created by multiplying the organizational learning and complexity was entered to the model of regression, which resulted in a significant but negative variance in organizational survival as ( $\beta= -.16$ ,  $p<0.00$ ). On the basis of this result H3 it was established that environmental complexity moderates negatively to the relationship of organizational learning and organizational survival.

**Table 5.** Results of hierarchical regression

	Step 1 B	Step 2 B	Step 3 B
(a) Moderating effect of Environmental Complexity			
Firm Age	-0.033	-0.007	-0.026
Firm Size	-0.018	-0.010	-0.043
Work experience	-0.014	0.006	0.051
Education level	-0.019	-0.017	-0.031
Organizational Learning		.19**	.14**
		.30**	
Environment Complexity			.36**
Org Learning x Environment Complexity (interaction term)			-.16**
$R^2$	.009	.183	.192
Adjusted $R^2$	.003	.171	.179
$\Delta R^2$	.005	.155	.026
$\Delta F$	3.842	76.32	18.51

Given below figure 2 shows that organizational learning had lower and significant effect on organizational survival when the environmental complexity was high ( $\beta$ -value=0.14,  $p$ -value<0.001) rather higher ( $\beta$ -value=0.36,  $p$ -value <0.001). Hence, H3 is strongly accepted.

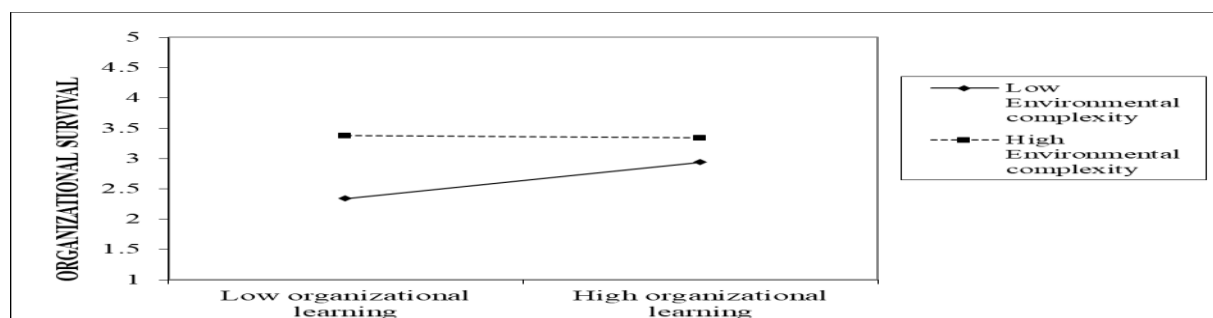


Figure.2 moderating effect of environmental complexity; with organizational learning as independent and organizational survival as dependent variables

## CONCLUSION

### *Contribution*

Though the substantial role of organizational learning for organizational survival is already acknowledged in the literature (e.g., Bapuji & Crossan, 2004; Bennet & Bennet, 2004; Ortenblad, 2002; Sun & Scott, 2003), but the founding processes of how and when it becomes operational for ensuring organizational survival has not been explained clearly. We broadened this assertion by signifying that the role of organizational learning in organizational survival is dependent upon the capability of organization for strategic renewal. This research provides an enhanced comprehension of the foundational processes as well as conditions in which organizational learning could efficiently be exploited to ensure long run organizational survival.

Notably, this study develops understanding of organizational theory in two ways. Firstly, the findings of this study would add to management literature by explaining the underlying mechanisms creating a link between organizational learning and organizational survival through strategic renewal. Secondly, the moderating effect of environmental complexity in the relationship between organizational learning and organizational survival is explained empirically.

Nonetheless, few existing studies have clarified the processes and sub processes involved in the relationship between organizational learning and organizational survival. We undertook the resource dependence perspective for the explanation of how organizational learning can be used to maintain organizational survival by presenting strategic renewal as a mediator having critical role in defining the relationship. Therefore, the current study reveals a significant causal factor i.e. strategic renewal to comprehend the impact of organizational learning on organizational survival. Furthermore, this study added to the discussions in the previous studies on strategic orientation and organizational survival (e.g. Agarwal, Echambadi, Franco, & Sarkar, 2004; Dencker, Gruber, & Shah, 2007; Fontana & Nesta, 2010; Shah et al., 2019) by offering a more detailed understanding of how organizational learning and strategic renewal jointly ensure the organizational survival.

Secondly, we empirically examined the moderation of environmental complexity in the relationship between organizational learning and organizational survival. Due to the fact that the complexities in environment reduces the decision-making capabilities of managers, acquisition and dissemination of knowledge and continuous learning are the essential prerequisites for better performance. Still, very little research explains the negative

moderating role of environmental complexity in this relationship. Therefore, this work contributes to the organizational learning as well as organizational survival literature from the viewpoint of strategic renewal and environmental complexity.

Thirdly, by empirically investigating the private sector hospitals in Pakistan, we made significant contribution to the extant literature and explained the importance of organizational learning in developing economies. Pakistan, being a developing economy of South Asia, has facing serious problems in the survival of private sector hospitals due to rapidly changing governmental regulations, unstable economy, and lack of foreign investment in health sector (Basharat & Shaikh, 2011). Contrasted with developed economies, developing economies have faced difficulties because of their institutional frameworks that are underdeveloped and legal system which are weak and ineffective (Iriyama, Kishore, & Talukdar, 2016). In this disposition, the current study proposes that organizational learning is a very vital supplementary strategy for organizations in developing economies to guarantee their survival. Thus, our study provides important implications for organizational survival in developing countries by concentrating on the significance of strategic renewal in the association between organizational learning and survival.

### ***Managerial Implications***

An effective organizational learning has become growingly important phenomenon in the existing unpredictable business environment for organizations. This study gives owners and managers numerous insights vis-a-vis utilization of their learning and newly acquired knowledge for addressing the demands of various stakeholders and ensuring their long run survival. From managerial perspective, findings of this research uncover that effective organizational learning across all the levels within the organization is an effective approach for safeguarding organizational survival. Thus, administration should concentrate more on providing opportunities to employees for gaining new knowledge and should encourage the culture of sharing this newly acquired knowledge. This acquisition and sharing of knowledge will facilitate the organization to effectively satisfy their customers that will result in creating sustainable competitive advantage over their business rivals.

Additionally, the results of the study recommend that for ensuring organizational survival, only effective organizational learning is not adequate; the vital mechanism for the organization is its strategic renewal capabilities. Thus, managers should take appropriate measures for renewing its processes, structure, and strategies for improved and viable performance. On the one hand, managers need to design their organizational culture which

support learning across the organization for their survival. At the same time, they are expected to renew themselves continuously for an effective identification and usage of business opportunities that are presented by their respective environment.

The complexities prevailing in the business environment of Pakistan make it very difficult for organizations to prosper and survive in longer run. Environmental complexity has negative moderating role, as it is evident from the data, on the relationship between organization learning and survival. As suggested by Sargut and McGrath (2011), environmental complexity brings difficulty in the interpretation of information and makes decisions more challenging, same is applicable here. The higher the complexity in the environment, the weaker is the link between organizational learning and organizational survival.

Finally, the study concluded that effective organizational learning accompanied by prompt strategic renewal of the organization is an effective strategy for ensuring organizational survival in harsh competition and complex business environment. For this reason, organizations should not only gain new knowledge but should also renew themselves strategically to overcome the threats posed by complex business environments in order to safeguard their sustainability.

#### ***Limitations and Future Research***

Notwithstanding several important contributions of this study, it is not without its limitations that would offer imperative guidelines for future studies. *Firstly*, as the findings of this research were developed on the basis of survey data collected from the private sector hospitals in Pakistan, there is a possibility that the findings of this study could be sector-specific and country-specific. Nevertheless, the expansion of this research to the other developing nations, other sectors of the economy and other industries could be a fruitful line of reasoning.

*Secondly*, though in the current study the mediating role of strategic renewal in the relationship of organizational learning and organizational survival has been evaluated, there could be other variables such as entrepreneurial orientation (Zellweger & Sieger, 2012), leadership styles (Bligh, Kohles, & Yan, 2018; Zhang, Cao, & Wang, 2018), or structural flexibility (Iravani, Van Oyen, & Sims, 2005; Majid, Yasir, & Yasir, 2017), influencing the direct and indirect relationship. In future studies, these variables can be added to the model to make it more comprehensive.

Current research offers important comprehensions of the subject matter by empirically and theoretically studying the fundamental relationships of organizational learning with

organizational survival and explaining the mediating role of strategic renewal and moderating role of environmental complexity. Current research will direct future research on how effective organizational learning and efficient strategic renewal could help an organization in ensuring its long run survival in complex environment.

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