

Organizational Learning Culture and Innovation Capability: Empirical Evidence from Higher Education Institutions

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Abstract

The present study examines the relationship between organizational learning capabilities and innovation in Higher Educational Institutions. Research work explores several important factors such as openness to new ideas, management commitment, experimentation, willingness to take risks, as well as knowledge sharing to understand how these above discussed elements contribute towards in promoting innovation within educational institutions. Organizational culture and innovation in higher educational institutions focuses on the shared values, beliefs, and practices which shape the functioning of academic institutions and influence the adoption of new teaching methods. By emphasizing the important relationship between institutional culture and the overall effectiveness of teaching and learning, this area of study also leads to examine how teachers and students perceive and respond to these innovations. Through paying particular attention to innovations such as technology-supported learning, student-centered teaching, and collaborative learning approaches it will let to understand how, different aspects of organizational culture influence the way instructional innovations are viewed, accepted, and implemented in universities. Understanding these relationships is very important because organizational culture can encourage or, limit the adoption of new teaching practices, which in turn affects the quality of education and the overall performance of educational institutions. The study survey was conducted among 130 staff members from higher educational institutes to examine the relation amid organizational learning capabilities and innovation in Higher Educational Institutions and found a significant relation amid organizational learning capabilities and innovation in Higher Educational Institutions.

Keywords: Educational institutions, Organizational culture, Innovations, Management, Experimentation.

Introduction

From the past few decades, the landscape of higher educational institutions has witnessed some major changes due to the shifts in overall population, changing market demands, rapid technological advancement, increasing competition, the growth of consumer expectations, and increased awareness regarding the value and quality of higher education. The above discussed developments are reshaping the way educational institutions operate and respond to the needs of students and society. Saemaldaher & Emeagwali. (2025), mentioned the ability to learn and innovate is widely recognized as an important factor towards the improvement of an organization's performance, adaptability, and long-term success. Learning plays a vital role in many areas through supporting knowledge development, encouraging creativity, and promoting innovation. It basically serves as the foundation for continuous improvement and research, to provide an ideal environment where learning, knowledge creation, and innovation come together to support academic and institutional development. During the recent times, it is being observed that India's higher educational sector is expanding rapidly because of factors such as increasing urbanization, rising income levels, and the growing demand for quality education. Country like India has a large young population, creating a strong need for higher education opportunities. This growing demand for skilled and knowledge-based professionals in higher educational institutions has also exposed several challenges and gaps in the existing higher education system. According to Rof et.al. (2022), higher educational institutions are experiencing rapid social, technological, and economic changes which are reshaping the education sector. Among these changes, advancements taking place in technology has become a key factor in transforming teaching and learning practices. Several studies have also shown

that Information and Communication Technology (ICT), supports both the adoption of innovative educational approaches and helps to create more effective and engaging teaching and learning environments. Information and Communication Technology (ICT) help these educational institutions to share digital learning materials quickly and effectively. Higher education institutions could reach more students and offer their academic programs to new groups by using modern, technology-based teaching methods which allows to improve the overall quality of innovation capability. Organizational culture can either encourage innovation or, make it difficult for new changes to be accepted. Therefore, this research work will let to understand the different aspects of organizational culture and how they influence the adoption and successful implementation of new teaching methods to improve innovation capability among higher educational institutions.

Literature Review

According to Kim & Jung. (2022), organizational culture is referred as, “the work environment that develops through the interaction and relationships between the people within an organization.” This may include-the shared values, beliefs, assumptions, expectations from each other, attitudes, philosophies, and norms which guide student’s behavior and influence how the higher education institutions functions.

Therefore, in simple terms organizational culture reflects the way work is carried out within the organization. Within the organization it is shaped not only by the people and practices but, also through social and historical influences that affect its development over the time. Organizational culture is considered an important part of the overall functioning of an organization. Saparuddin & Sidik. (2024), stated strong organizational culture relies on several shared values and beliefs, which allows both students and teachers work towards common goals. Such form of characteristics influences the way people communicate, make decisions, and perform their daily tasks. As a result, higher educational institutions share many similarities with business organizations. Such institutions have well-defined structures, processes, missions, goals, and strategies to achieve their objectives. Similarly, like business organizations they are also influenced by external factors such as-demographic changes, economic conditions, and government policies. Internal environment also plays an important role in shaping of their innovation capabilities and its development. According to Alenezi. (2023), the culture of a higher education institution is also reflected in the way work is carried out, how decisions are made, how people communicate, and who takes part in different activities. Organizational innovation develops through the combined influence of different aspects of an organization. Such factors include-its culture, managerial practices, human resource systems, opportunities for learning, external communications, and the interaction between the employees of the organization. All these make up the organizational environment conducive to innovation, improvements, and creativity. The National Education Policy (NEP) 2020 has called upon the HEIs of India to move beyond the traditional modes of teaching and learn through new modes of education. This policy highlights the importance of interdisciplinary research, digital education methods, and establishment of an ecosystem for innovations and startups. Trust and communications are some of the vital components that contribute towards creativity and innovation in an organization.

Nauffal & Nader (2022), asserted that when people in organizations like students from higher educational institutions are permitted to express their views and opinions freely, and also to differ, then it helps them to develop trust and confidence in their work environment. In other words, this process of exchanging ideas helps to find problems and solve them. Paredes-Saavedra et.al. (2024), mentioned effective communication among individuals, teams, students, and departments creates an environment which supports innovation. Among the higher education institutions, it is very crucial to encourage discussions about traditional teaching methods and evaluate whether they continue to meet the needs of today’s knowledge-based economy. Although, just as each and every individual has its unique personality, every organization, university, and higher education institution has their own distinct culture and identity. This culture develops over the time and reflects institution’s beliefs, and ways of working. Indiran et.al. (2023),

stated innovative capability is strongly influenced by the attitudes and actions of different stakeholders, including competing institutions, governing bodies, senior administrators, faculty members, students, the surrounding community, and the general public. Promotion of innovation in higher education could contribute towards a country's economic, social, and cultural development because education plays an important role in shaping of the society. To strengthen the higher education system country like India, has proposed the establishment of 14 world-class innovation universities. High-quality of education, excellence in teaching and research, and strong academic performance are considered the key features of a world class institution. According to Aithal & Maiya. (2023), Innovation focused universities offer significant opportunities for improving the higher educational institutions of India, they also face several challenges which needs to be addressed for their successful development. Mundiri et.al. (2024), acknowledged successful implementation of such strategies requires adequate resources, their effective use, and the development of a culture which support innovation in teaching and learning. Rather than creation of only a few new universities, existing higher educational institutions should gradually strengthen their organizational culture to improve the quality of education. Fuad et.al. (2022), mentioned achievement of a more creative and innovative higher education system requires reformation of current organization practices, and bringing about a positive change in institutional culture. Many private organizations are using new ways of teaching and developing new courses in order to keep up with the evolving requirements of both students and the job market in general. Members of such higher education institutions update their curriculums in order to equip students with the necessary knowledge and skills.

They are also been provided with greater flexibility to design course content that aligns with learning objectives. According to Adeoye et.al. (2025), higher educational institutions aim to improve the quality of education while; maintaining strong academic standards by using a variety of new teaching approaches and innovative learning methods. Findings of this research work can help members of higher educational institutions to develop relevant theories and assists organizational members to create an organizational culture that supports innovation while, reducing the gap between educator's expectations and their actual experiences. Higher educational institutions must consider innovation as an integral component of their strategic institutional plan. Kayyali. (2023), stated institutions need to provide an atmosphere where teachers within higher education institutions can be comfortable taking calculated risks, get acknowledged for their innovations, and discuss alternative viewpoints through communication channels.

Strong organizational learning culture among higher education institutions encourages people to view mistakes as valuable learning opportunities rather than failures. Successful institutions promote open discussions about un-successful experiences so, that faculty members and staff are able to learn from them and improve future practices. According to Fuad et.al. (2022), new and innovative ideas should be evaluated in an objective and constructive way to promote creativity and foster innovations in terms of teaching, research, and administration. Organizational leaders can enhance their innovation capabilities by fostering continuous improvements and positive changes while creating an environment where innovative ideas have to be valued. According to Schaap et.al. (2025), higher educational institutions (HEIs) create an atmosphere of trust, experimentation, and constant innovation that improves organizational and institutional learning through, creating an environment where mistakes are treated as learning opportunities rather than occasions for punishment. Findings of the research work can help policymakers and institutional leaders to better understand the importance of innovation in higher education institutions. These efforts can also improve the overall quality and reputation of institutions in this today's rapidly evolving higher education environment.

Objective

1. To examine the relation amid organizational learning capabilities and innovation in Higher Educational Institutions.

Methodology

The study survey was conducted among 130 staff members from higher educational institutes to examine the relation amid organizational learning capabilities and innovation in Higher Educational Institutions. The survey was conducted with the help of a questionnaire. The researcher collected the primary data through random sampling method and analysed it using mean and t test statistical tools.

Findings

Table 1: Relation amid organizational learning capabilities and innovation

S. No.	Statements	Mean Value	t value	Sig.
1.	Organizational culture and innovation in higher educational institutions shape the functioning of academic institutions	3.18	2.088	0.019
2.	Influence the adoption of new teaching methods	3.16	1.868	0.032
3.	Serves as the foundation for continuous improvement and research	3.20	2.372	0.010
4.	Provide an ideal environment where learning, knowledge creation, and innovation is encouraged	3.15	1.743	0.042
5.	Encourages people to view mistakes as valuable learning opportunities rather than failures	3.17	2.008	0.023
6.	Increases organizational commitment through higher levels of satisfaction	3.19	2.207	0.015
7.	Improve lecturer's satisfaction and encourages them to remain more committed towards their institutions	3.21	2.462	0.008
8.	Promote creativity and foster innovations in terms of teaching, research, and administration	3.18	2.120	0.018

Table 1 shows Relation amid organizational learning capabilities and innovation. The respondent says Organizational culture and innovation in higher educational institutions Improve lecturer's satisfaction and encourages them to remain more committed towards their institutions (3.21), Serves as the foundation for continuous improvement and research (3.20), increases organizational commitment through higher levels of satisfaction (3.19), shape the functioning of academic institutions (3.18). The respondent also shares that organizational learning capabilities and innovation promote creativity and foster innovations in terms of teaching, research, and administration (3.18), Encourages people to view mistakes as valuable learning opportunities rather than failures (3.17), Influence the adoption of new teaching methods (3.16) and provide an ideal environment where learning, knowledge creation, and innovation is encouraged (3.15).

Conclusion

The present study concludes that organizational culture and innovation capability plays an important role towards the increase in lecturers job satisfaction and strengthening their commitment to higher education institutions. Evidences from the above also shows that a positive organizational culture directly improves job satisfaction and also increases organizational commitment through higher levels of satisfaction. In the same way, strong innovation capability helps to improve lecturer's satisfaction and encourages them to remain more committed towards their institutions. To improve both employee well-being and institutional performance these results highlight the importance of creating a supportive learning culture and promotion of innovation. Findings also result that several aspects of organizational culture, including clear goals, focus on innovation, effective leadership, participative decision-making, a shared vision, and strong working relationships among members play an important role in encouraging innovation. Overall,

the study confirms that a , respond positively to them and successfully implement them in higher education institutions.

The study aims to examine the relation amid organizational learning capabilities and innovation in Higher Educational Institutions and found that Organizational culture and innovation in higher educational institutions Improve lecturer's satisfaction and encourages them to remain more committed towards their institutions, serves as the foundation for continuous improvement and research and increases organizational commitment through higher levels of satisfaction. The study concludes that there is signification relation amid organizational learning capabilities and innovation in Higher Educational Institutions.

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