Strategic adaptability, cross cultural management and organizational learning: Basis for developing organizational adaptability framework

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Abstract

In the context of accelerating globalization and digital transformation, strengthening organizational strategic adaptability, cross-cultural management, and organizational learning can help build a more innovative and adaptable organizational framework. Strategic adaptability is the key ability for enterprises to maintain competitive advantage in rapidly changing market environments. In addition, cross-cultural management and organizational learning are increasingly valued as important means to enhance the competitiveness and innovation capabilities of enterprises. By effectively integrating these factors, enterprises can establish the foundation of organizational adaptability frameworks, thereby achieving long-term development goals. The aim of this study is to explore in depth the impact of strategic adaptability, cross-cultural management, and organizational learning on organizational performance, and to construct an organizational adaptive management framework based on these relationships. By systematically analyzing the relationship between strategic adaptability, cross-cultural management, organizational learning, and organizational adaptability, combined with the practical application of these three key factors in China's new energy industry, new theoretical and practical guidance is provided for establishing an organizational adaptability framework. This paper adopts descriptive research methods and questionnaire surveys as the main means of data collection. Collect data on strategic adaptability, cross-cultural management, and organizational learning through a questionnaire survey of Chinese new energy enterprises. Spearman rho was used as part of non-parametric testing to determine significant relationships. The survey was conducted among 402 employees from new energy companies. Results showed that there is a highly positive correlation between a company's strategic adaptability and its ability to maintain competitiveness and innovation in a rapidly changing market environment. This indicates that enterprises that can flexibly adjust their strategies to cope with market changes can better capture market opportunities, avoid potential risks, and achieve sustainable development. In addition, there is a significant positive correlation between cross-cultural management and organizational learning. This means that through effective cross-cultural management,

enterprises can promote knowledge sharing and collaborative innovation in different cultural backgrounds, thereby enhancing overall organizational learning capabilities. Effective cross-cultural management can not only enhance cooperation and communication within a company, but also improve employee satisfaction and sense of belonging, thereby enhancing the performance of the enterprise. The study further reveals the close relationship between organizational learning and corporate strategic adaptability. Through continuous learning and knowledge accumulation, enterprises can continuously optimize their strategic decision-making process, improve sensitivity and responsiveness to external environmental changes, and thus achieve higher adaptability. Building an organizational adaptability framework centered on strategic adaptability, cross-cultural management, and organizational learning can not only enhance the competitiveness of enterprises, but also provide a solid foundation for achieving long-term sustainable development in the rapidly changing global market.

Keywords: strategic adaptability, cross-cultural management, organizational learning, organizational adaptability

Motivational changes of learners in a traditional context of English education: A case study of high school students in Iran

1. Introduction

In today's highly competitive globalized environment, organizations are facing increasingly complex and constantly changing challenges. With the rapid development of economy, technology, and culture, organizations need to constantly adapt to new markets and environmental changes to maintain competitiveness and achieve sustainable development. The new energy industry, as one of the focal points of global development today, is widely regarded as one of the important means to achieve sustainable development. However, due to the particularity and complexity of the new energy industry, it is necessary to conduct in-depth research on its organizational sustainability framework to guide relevant enterprises in achieving success in a constantly changing environment. In this situation, strategic adaptability, cross-cultural management, and organizational learning become key factors in achieving organizational sustainability.

In recent years, the rapid development of the global economy and social changes have brought unprecedented challenges and opportunities to various industries. In this changing world, organizations must have strategic adaptability to ensure their sustainable development. Especially with the integration and updating of technology, industries are redefined, organizational boundaries are constantly broken, and the emergence of new technologies and markets greatly increases the opportunities for enterprises to face strategic decisions, posing challenges and threats to decision-makers in judging the current situation and predicting the future. Because companies not only have to bear the pressure of maintaining their existing performance, but also face the pressure of searching for new business opportunities, and there is also pressured to enhance their strategic adaptability. It shows that the strategic aspect of modern enterprise decision-making is constantly improving. How to interpret strategy and enhance adaptability to change in a rapidly changing environment is the key to the survival and competition of enterprises.

According to Cai et al. (2022), With global economic integration and rapid development, international business activities have become increasingly frequent and complex. In the process of globalization, the implementation of cross-cultural management by enterprises has become an unstoppable trend. However, cultural diversity inevitably brings about cross-cultural barriers and conflicts, hindering the orderly implementation of cross-cultural management work. Different cultural differences can lead to different ways of thinking and behavior, which in a certain sense can also affect the long-term development of enterprises. Undoubtedly, compared to people from the same cultural background, people from different cultural backgrounds will find it very difficult to engage in communication.

In enterprise management, disputes often arise due to cultural differences, which also have a negative impact on the daily operation and management of the enterprise. For enterprises, in order to achieve their own long-term and stable development, they must clearly recognize the significance of cultural differences, and combine the differences of cultural backgrounds to develop a more targeted management model, which can not only maintain the advantages and characteristics of local culture, but also absorb the essence of foreign culture, achieve the integration and mutual benefit of multiple cultures, pool the centripetal force of different cultures, and promote the sustainable development of enterprises.

Organizational learning is an effective perspective for sustainable development of enterprises, and knowledge is constantly introduced, absorbed, innovated, and applied within the organization, laying the foundation for achieving sustainable development. Based on previous research, some scholars have gradually focused organizational learning on two stages: knowledge acquisition and knowledge application. Eslami et al. (2018) emphasized from the perspective of knowledge integration that organizational learning includes three

processes of knowledge identification, acquisition, and utilization. Prieto et al. (2018) and Lv et al. (2024) explored the three stages of knowledge acquisition, knowledge sharing, and knowledge application in the research process of organizational learning. Xu et al. (2022) studied the information acquisition, dissemination, sharing, declarative memory, and procedural memory of organizational learning from the perspective of information flow.

The introduction and absorption of organizational knowledge is an important prerequisite for achieving sustainable development, and actively engaging in organizational learning for enterprises to maintain competitive advantages and progress is even more crucial. By means of team learning, knowledge sharing, and feedback mechanisms, enterprises can expand their knowledge stock and help them keep up with the forefront of industry development. The application of organizational learning is closely related to the sustainable development of enterprises. It can bring about product innovation, process innovation, technological innovation, management innovation, and so on. Due to the rapidly changing business environment, organizations require strong adaptability. This study addresses this need by proposing a new research model that examines how organizational strategic adaptability, cross-cultural management, and organizational learning interact and influence performance. By bridging the gap between theory and practice, this will create a practical framework for managers, enhance academic understanding of adaptability, and ultimately inspire advancements in organizational management.

Objectives of the Study - This study aimed to the strategic adaptability, cross-cultural management, and organizational learning in Sichuan New Energy Company in China, and use them as foundation of organizational adaptability framework. Specifically, the study sought to assess the strategic adaptability in terms of technology, environment, human capital, and economy; determine cross-cultural management in view of cross-cultural communication, cultural integration, cross-cultural training, and education; evaluate organizational learning from aspects of team learning, knowledge sharing, and feedback mechanisms; test the significant relationship between strategic adaptability, cross-cultural management, and organizational learning; and develop a framework for organizational adaptability.

2. Methods

Research Design - This study adopts descriptive research methods and quantitative analysis to evaluate the impact of strategic adaptability, cross-cultural management, and organizational learning on organizational sustainable development. According to Smith et al. (2023), descriptive research methods are a type of research that obtains relevant facts, data, and information in the current state, providing precise contours of situations, people, or events. Zhang et al. (2020) argue that a planning issue in achieving research goals and discovering research solutions is research design. Quantitative research determines the characteristic values of an object by quantitatively comparing its mass with predetermined standards or calculating the quantitative relationship between several variables.

Participants of the Study - The survey subjects of this study are 402 employees of five major new energy companies in Sichuan Province, China, including Tongwei Group, Tianqi Lithium Industry Co., Ltd., Sichuan Chengfei Integrated Technology Co., Ltd., Sichuan Xichang Electric Power Co., Ltd., and Sichuan Shuwang New Energy Co., Ltd., including gender, age, educational background, position, department, and years of service in the company. Respondents were asked to input a questionnaire based on the strategic adaptability, cross-cultural management, and organizational learning of their respective companies, and then make choices based on the company's situation and the degree of matching of answers.

Instruments of the Study - According to the purpose of this study, researchers conducted a predictive study on employees of new energy enterprises in Sichuan Province, China. To ensure the effectiveness of the measurement content, the measurement scale was created based on theoretical review and modified from early organizational sustainability framework research (Zheng, 2021). The survey questionnaire is divided into four

parts. The first part is self-built and includes basic information about the respondents, such as age, department, position, and years of work experience; The second part discusses strategic adaptability in areas such as technology, environment, human capital, and economy; The third part discusses cross-cultural management in areas such as cross-cultural communication, cultural integration, cross-cultural training, and education; The fourth part includes organizational learning in areas such as team learning, knowledge sharing, and feedback mechanisms. The opinions of the respondents were measured using a 4-point Likert scale, with scores ranging from 1 to 4 for each item. After the preliminary design of the questionnaire, 30 experts were invited to conduct a predictive questionnaire to further improve the questionnaire structure and language expression. The variable reliability test was conducted on the questionnaire. Cronbach Alpha values range from 0.883 to 0.933, which are all good scores. Especially in terms of human capital and economy, as well as cross-cultural training and education, it is an excellent score. These results indicate that measurement tools exhibit high levels of internal consistency and reliability in most dimensions, and this questionnaire is a reliable tool for measuring key dimensions of research, which can be used for research in this field.

Data Gathering Procedure - This study used a questionnaire survey method to collect relevant information on new energy enterprises in Sichuan Province. The measurement scales used in this study were taken from widely recognized scales in current literature. Researchers initially used translation and reverse translation techniques to ensure the accuracy of language expression and semantic understanding. Secondly, select senior management and research teams for long-term collaboration, and invite four experts to review the initial scale based on their relevant research experience. Before conducting formal research, researchers conducted preliminary tests on the questionnaire to revise and improve it based on previous survey results and expert recommendations, to create the final measurement scale. To collect research information, a questionnaire survey was used. Due to the inclusion of the thoughts and perspectives of the respondents in this study, the questionnaire was used in collaboration with relevant companies and independent expert research platforms. The survey was distributed to 402 respondents via email, and the electronic background of the survey provided a direct link to the data results. The asterisk in the survey form is used for data collection to ensure that it is only used for this study. In each company, researchers have contacted the heads of departments such as human resource management and operations. These responsible persons distributed survey questionnaires to relevant employees of the company. These people voluntarily filled out the survey form and were recalled. A total of 402 questionnaires were collected from February 20, 2024 to April 10, 2023. A total of 402 valid questionnaires were distributed, with a 100% effective rate.

Data Analysis - Weighted mean and rank were used to determine new energy company's strategic adaptability in terms of technological, environmental, human capital and economic aspect; to determine cross cultural management in terms of cross-cultural communication, cultural integration, and cross-cultural training and education; and to describe organizational learning in terms of team learning, knowledge sharing and feedback mechanism. All analyses were conducted using SPSS version 28. The Shapiro Wilk test results show that the p-values of all variables are less than 0.05, indicating a non-normal distribution in the dataset. Therefore, Spearman rho was used as part of non-parametric testing to determine significant relationships.

Ethical Considerations - When conducting research work, ethical considerations will be taken to ensure that every piece of information collected is used for research purposes, thereby maintaining the quality and completeness of the research. Researchers seek the consent of participants through email and communication to understand their willingness to participate in the study and ensure that the target respondents are prepared to answer the necessary questions involved in the study. To protect their privacy, the survey was conducted through online questionnaires, and respondents were not asked their names when answering the questionnaire. The respondents were not photographed or recorded, ensuring their confidentiality and anonymity. All information in the survey questionnaire is strictly confidential, and the privacy of the respondents is fully protected. Researchers will also ensure that respondents voluntarily answer the questionnaire according to their wishes. Finally, it will also ensure that the participants in the study are not harmed or harmed, and their safety and well-being are the top priority.

3. Results and discussion

Table 1 shows a summary table of strategic adaptability for new energy companies, with the three key outcome areas being technology, environment, human capital, and economy. The overall comprehensive average is 3.23, which belongs to the category of "agree". Indicate the respondents' positive views on the overall strategic adaptability of the company. The significance of this table lies in its ability to highlight the company's strengths and areas for improvement in different aspects of strategic adaptability, providing valuable insights for organizational development and sustainable development efforts.

Table 1

Summary Table on Strategic Adaptability

Key Result Areas	Composite Mean	VI	Rank
Technological	3.23	Agree	2.5
Environmental	3.23	Agree	2.5
Human Capital and Economic Aspect	3.24	Agree	1
Grand Composite Mean	3.23	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

The combined mean of technology and environment is the same at 3.23, ranking equally, indicating the crucial role of technology and environmental factors in organizational sustainability (Bai et al.,2020). In addition, companies in the new energy industry face pressure from technological innovation and environmental protection to maintain competitiveness and meet regulatory requirements (Elkington, 2018). The comprehensive average value of human capital and economy is 3.24, indicating that its importance is slightly higher compared to the fields of technology and environment. Indicating the importance of human capital and economy in driving organizational strategic adaptability and long-term sustainability (Boxall et al., 2018). Strengthening measures related to talent management, learning and development, and economic resilience may be beneficial for the overall strategic adaptability and organizational sustainability of the company.

Table 2

Summary Table on Cross Cultural Management

Key Result Areas	Composite Mean	VI	Rank
Cross-cultural Communication	3.23	Agree	1.5
Cultural Integration	3.22	Agree	3
Cross-cultural Training and Education	3.23	Agree	1.5
Grand Composite Mean	3.23	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 shows a summary table of cross-cultural management in new energy companies, which provides a comprehensive analysis of the key results areas of cross-cultural management from the perspective of organizational sustainability. This table includes three main indicators: cross-cultural communication, cultural integration, and cross-cultural training and education. The grand composite mean is 3.23, which belongs to the category of "agree". This indicates that respondents have a positive view on the effectiveness of cross-cultural management practices in their organizations. The significance of this table lies in its ability to highlight the advantages and improvement opportunities of cross-cultural management, which is crucial for enhancing organizational adaptability and sustainability in a globalized business environment.

The indicators with the highest weighted mean are cross-cultural communication and cross-cultural training and education, both with a WM of 3.23. Indicating that respondents believe that their organization is relatively effective in promoting cross-cultural communication and providing training to enhance cross-cultural competence. Stahl et al. (2018) emphasize that cultural differences, if managed properly, can improve team efficiency and organizational performance. Similarly, cross-cultural training and education are crucial for employees to master the skills required to manage cultural differences and collaborate effectively. Caligiuri et al.

(2018) also emphasized the importance of dynamic cross-cultural competence for global leadership. These findings indicate that organizations investing in cross-cultural training can better utilize the benefits of cultural diversity.

The indicator with the lowest weighted mean is cultural integration, with a WM of 3.22, still belonging to the "agree" category. This indicates that although people hold a positive attitude towards cultural integration, there may be greater room for improvement compared to other fields. Hofhuis et al. (2019) developed a scale to measure inclusive organizational atmosphere, emphasizing the importance of cultural integration in promoting employee engagement and satisfaction. Mor (2019) also emphasizes that managing diversity through cultural integration can lead to a more inclusive workplace and improve overall organizational performance.

The summary table of cross-cultural management reveals a significant correlation between cross-cultural communication, cultural integration, and cross-cultural training and education. Effective cross-cultural communication is the foundation of successful cultural integration, as it enables the exchange of ideas and understanding among employees from different backgrounds. In addition, cross-cultural training and education provide the necessary skills and knowledge to manage and respect cultural differences, thereby supporting communication and integration work. By systematically addressing these areas, organizations can enhance their strategic adaptability and ultimately contribute to achieving long-term sustainable development in a diverse and dynamic global market.

Table 3

Summary Table on Organizational Learning

Key Result Areas	Composite Mean	VI	Rank
Team Learning	3.22	Agree	3
Knowledge Sharing	3.24	Agree	1.5
Feedback Mechanism	3.24	Agree	1.5
Composite Mean	3.23	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 3 shows a summary table of organizational learning for new energy companies, analyzing various aspects of organizational learning within the context of the organizational sustainability framework. This table lists three key areas of achievement: team learning, knowledge sharing, and feedback mechanisms. The grand composite mean is 3.23, which belongs to the category of "agree". It indicates that participants have reached a consensus on the importance of these dimensions in promoting organizational learning. This table is of great significance as it provides insights into the fundamental components of organizational learning, which is the foundation for developing sustainable organizational frameworks.

The weighted mean for "knowledge sharing" and "feedback mechanism" is 3.24. Organizations that prioritize knowledge sharing often exhibit more robust organizational learning processes. Knowledge sharing enables organizations to utilize collective expertise, promote innovation, and effectively adapt to constantly changing environments. Alavi et al. (2020) emphasized the importance of knowledge sharing in improving organizational performance and competitiveness. An effective feedback mechanism enables organizations to identify areas of growth, provide timely intervention measures, and improve individual and team performance. Similarly, team learning promotes the development of psychological models for collaboration, knowledge exchange, and sharing, which is crucial for the flexibility and resilience of organizations (Rentsch et al., 2020).

Team learning, weighted mean is 3.22. Although this indicator is still within the "agreed" range, its ranking may be lower due to differences in learning and practice among organizational teams. However, cultivating a team learning culture is crucial for promoting knowledge creation, problem-solving, and innovation within the team and throughout the organization (Rentsch et al., 2020). When studying the relationships between these dimensions, it is evident that knowledge sharing, feedback mechanisms, and team learning are interrelated and complementary. Organizations that perform well in one dimension often exhibit advantages in other dimensions,

resulting in a synergistic effect on organizational learning and performance (DeNisi et al., 2020).

As shown in Table 4, the calculated rho values range from 0.367 to 0.420, indicating a weak to moderate direct relationship between the sub variables of strategic adaptability and cross-cultural management. Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between strategic adaptability and cross-cultural management. This table explores the relationship between strategic adaptability and cross-cultural management. This table displays the correlation (rho) and p-values of the correlation, indicating the importance of relationships between various variables. These variables include different aspects of strategic adaptability (technology, environment, human capital, and economy) and various aspects of cross-cultural management (cross-cultural communication, cultural integration, and cross-cultural training and education). The overall significance of these relationships was emphasized, indicating their importance in promoting organizational sustainability.

Table 4

Relationship Between Strategic Adaptability and Cross-Cultural Management

Variables	rho	p-value	Interpretation
Technological			
Cross-cultural Communication	0.391**	< .001	Highly Significant
Cultural Integration	0.403**	< .001	Highly Significant
Cross-cultural Training and Education	0.420**	< .001	Highly Significant
Environmental			
Cross-cultural Communication	0.387**	< .001	Highly Significant
Cultural Integration	0.390**	< .001	Highly Significant
Cross-cultural Training and Education	0.391**	< .001	Highly Significant
Human Capital and Economic Aspect			
Cross-cultural Communication	0.417**	< .001	Highly Significant
Cultural Integration	0.367**	< .001	Highly Significant
Cross-cultural Training and Education	0.386**	< .001	Highly Significant

**. Correlation is significant at the 0.01 level

The highest weighted mean indicator is "cross-cultural training and education", which is positively correlated with the strategic adaptability of all variables(rho=0.420,p<.001). This indicator ranks highest because it plays a key role in promoting cultural competence, improving communication efficiency, and facilitating organizational learning in different environments. The importance of cross-cultural training and education in establishing adaptive and culturally intelligent organizations was emphasized (Matsumoto et al., 2020). Cultural integration shows a strong positive correlation among all variables (rho=0.403, p<. 001), highlighting the importance of integrating different cultural perspectives into organizational strategy and practice. Similarly, "cross-cultural communication" also showed a significant positive correlation (rho=0.391, p<. 001), emphasizing the necessity of effective communication across cultural boundaries to support strategic adaptability. These findings are consistent with previous studies emphasizing the role of cultural integration and cross-cultural communication in improving organizational effectiveness and performance (Gelland et al., 2020). When studying the intrinsic relationship between variables, it is evident that cross-cultural management practices are closely intertwined with strategic adaptability, which contributes to organizational resilience, innovation, and sustainability. Organizations that effectively integrate cross-cultural management principles into their strategic initiatives can better cope with global complexity, utilize diverse talents, and leverage emerging opportunities to achieve sustainable competitive advantages.

As shown in Table 5, the calculated rho values range from 0.381 to 0.457, indicating a weak to moderate direct relationship between the sub variables of strategic adaptability and organizational learning. Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between strategic adaptability and organizational learning. This table discusses the relationship between strategic adaptability and organizational learning. It provides correlation coefficients (rho) and related p-values, indicating the importance of relationships between various variables, including technology, environment, human capital, and economics.

The variables of organizational learning include team learning, knowledge sharing, and feedback mechanisms, each of which helps to understand how strategic adaptability affects the learning process within the organization.

Table 5

Relationship Between Strategic Adaptability and Organizational Learning

Variables	rho	p-value	Interpretation
Technological			
Team Learning	0.456**	< .001	Highly Significant
Knowledge Sharing	0.434**	< .001	Highly Significant
Feedback Mechanism	0.424**	< .001	Highly Significant
Environmental			
Team Learning	0.419**	< .001	Highly Significant
Knowledge Sharing	0.417**	< .001	Highly Significant
Feedback Mechanism	0.457**	< .001	Highly Significant
Human Capital and Economic Aspect			
Team Learning	0.381**	< .001	Highly Significant
Knowledge Sharing	0.382**	< .001	Highly Significant
Feedback Mechanism	0.454**	< .001	Highly Significant

**. Correlation is significant at the 0.01 level

The indicator with the highest weighted mean of all variables is the feedback mechanism, which is highly significantly positively correlated with strategic adaptability (rho=0.457, p<. 001). This indicator ranks highest because it plays a key role in promoting organizational learning by providing a structured mechanism for continuous improvement, performance evaluation, and knowledge exchange. Salas et al. (2021) emphasized the importance of feedback mechanisms in promoting a learning culture and improving organizational effectiveness. Following closely behind, "team learning" and "knowledge sharing" also showed a highly significant positive correlation with strategic adaptability among all variables. Team learning emphasizes the collective acquisition and application of new knowledge and skills within organizational teams, cultivating innovation and adaptability (Santos et al., 2018). On the other hand, knowledge sharing emphasizes the dissemination and utilization of information and professional knowledge across organizational boundaries, promoting collaboration and organizational agility (Alavi et al., 2020). These findings emphasize the interrelationship between strategic adaptability and organizational learning processes.

On the contrary, there are no indicators with particularly low weighted averages in the table, as all variables show a highly significant relationship with strategic adaptability. This indicates that various aspects of organizational learning are indispensable for cultivating strategic adaptability within the organization. Organizations that prioritize team learning, knowledge sharing, and feedback mechanisms can better navigate dynamic environments, drive innovation, and maintain competitive advantages in the long term. In summary, the inherent relationship between strategic adaptability and organizational learning emphasizes the importance of cultivating a culture of continuous learning and adaptation within the organization. By utilizing feedback mechanisms, promoting team learning, and promoting knowledge sharing, organizations can enhance their strategic adaptability, improve decision-making processes, and achieve sustainable growth and resilience.

As shown in Table 6, the calculated rho values range from 0.348 to 0.475, indicating a weak to moderate direct relationship between the sub variables of cross-cultural management and organizational learning. There is a statistically significant relationship between cross-cultural management and organizational learning, as the p-value obtained is less than 0.01. This table discusses the relationship between cross-cultural management and organizational learning. The correlation coefficient (rho) and correlation p-value are displayed, indicating the importance of relationships between various variables. Specifically, it focuses on the dimensions of cross-cultural communication, cultural integration, cross-cultural training, and education, as well as their impact on organizational learning.

Table 6

Relationship Between Cross Cultural Management and Organizational Learning

Variables	rho	p-value	Interpretation
Cross-cultural Communication			
Team Learning	0.457**	< .001	Highly Significant
Knowledge Sharing	0.416**	< .001	Highly Significant
Feedback Mechanism	0.410**	< .001	Highly Significant
Cultural Integration			
Team Learning	0.475**	< .001	Highly Significant
Knowledge Sharing	0.409**	< .001	Highly Significant
Feedback Mechanism	0.416**	< .001	Highly Significant
Cross-cultural Training and Education			
Team Learning	0.393**	< .001	Highly Significant
Knowledge Sharing	0.474**	< .001	Highly Significant
Feedback Mechanism	0.348**	< .001	Highly Significant

**. Correlation is significant at the 0.01 level

The indicator with the highest weighted mean among all variables is "cultural integration", which has a highly significant positive correlation with team learning, knowledge sharing, and feedback mechanisms (p<.001). This indicates that by cultivating inclusive and diverse workplace culture, organizations that prioritize cultural integration often have more effective team learning processes, better knowledge sharing practices, and enhanced feedback mechanisms. Gupta et al. (2020) emphasized the importance of cultural integration in promoting organizational learning and performance.

Following closely behind are "cross-cultural communication" and "cross-cultural training and education", which also show a highly significant positive correlation with team learning, knowledge sharing, and feedback mechanisms. Effective cross-cultural communication facilitates knowledge exchange and collaboration among different team members, facilitating organizational learning and innovation (Leonard et al., 2019). Similarly, cross-cultural training and education programs provide employees with the skills and knowledge necessary to address cultural differences, and cultivate a culture of continuous learning and adaptation within the organization (Szkudlarek et al., 2021). mThere are no indicators with particularly low weighted averages in this table, as all dimensions of cross-cultural management exhibit a highly significant relationship with organizational learning. This highlights the importance of addressing various aspects of cross-cultural management in strengthening organizational learning and promoting sustainable frameworks.

In summary, the inherent relationship between cross-cultural management and organizational learning highlights the importance of embracing cultural diversity, promoting effective communication, and investing in cross-cultural training and education initiatives within organizations. By recognizing and utilizing these relationships, organizations can cultivate a learning oriented culture, drive innovation, and achieve sustainable growth and competitiveness in today's globalized world.

ORGANIZATIONAL ADAPTABILITY FRAMEWORK

This article constructs an organizational adaptability development framework that includes three independent variables: strategic adaptability, cross-cultural management, and organizational learning, as well as the dependent variable organizational performance.

Effective cross-cultural management can help organizations better adapt to changes in the international market and enhance strategic adaptability. This relationship is particularly important in a multicultural context, and through cross-cultural management, organizations can more flexibly adjust their strategies to meet the market demands of different cultures. Through continuous learning and knowledge sharing, organizations can quickly identify and adapt to changes in the external environment, improve their dynamic capabilities and strategic adaptability. Effective cross-cultural management can promote knowledge sharing and learning,

enriching an organization's knowledge base and learning resources through employee interaction with diverse cultural backgrounds.
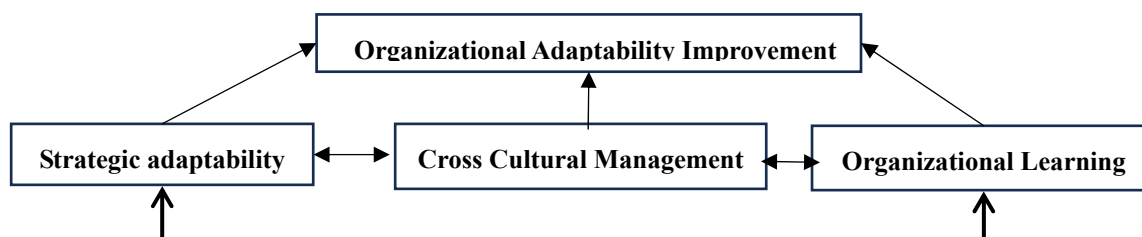

Figure 1. Organizational Adaptability Improvement Framework

The organizational sustainable development framework aims to enhance organizational performance through the comprehensive effects of strategic adaptability, cross-cultural management, and organizational learning. Strategic adaptability enables organizations to quickly adjust to market changes, cross-cultural management promotes team collaboration and innovation, and organizational learning provides continuous improvement and knowledge support. These three variables are interrelated, mutually reinforcing, and collectively affect organizational performance. If organizations can continuously improve and invest in these areas, they will be able to better respond to market changes, achieve long-term sustainable development and competitive advantages. This framework provides a systematic guidance for enterprises in today's complex and ever-changing business environment, helping them achieve sustainable development while improving organizational performance.

4. Conclusion and recommendations

The respondents generally agreed that the company has strategic adaptability in terms of technology, environment, human capital, and economy. Respondents expressed moderate recognition of the company's cross-cultural management strategy in promoting cross-cultural communication, integrating multicultural resources, and providing cross-cultural training and education. The respondents generally agreed on the efforts of the company in organizing learning in areas such as team learning, knowledge sharing, and feedback mechanisms. Describe organizational learning. There is a strong relationship between strategic adaptability, cross-cultural management, and organizational learning. A framework to improve organizational adaptability was developed.

The management of the company may enhance strategic adaptability by strengthening market monitoring. The Human Resource department may strengthen cross-cultural management by implementing cross-cultural training programs, promoting cross-cultural team cooperation, and promoting employee exchanges with diverse cultural backgrounds. The company may encourage knowledge sharing and continuous learning through regular training and creation of learning oriented organizational culture. The company can optimize management practices based on the proposed organizational adaptability improvement framework. Future researchers may further investigate strategic adaptability, cross-cultural management, and organizational learning through other areas including adaptability and ethics.

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