


# Chapter 14

## Strategic Greening and Social Responsibility of Organizational Development

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### ABSTRACT

*This study has the aim to analyze the characteristics of the strategic greening and social responsibility of organizational development. The main assumption of the analysis is based on the consideration that the strategic organizational development should take into consideration the greening of organizations and the corporate social responsibility. Using a holistic, humanistic, and critical analysis approaches on individual and organizational development, the analysis focuses on individual freedom, lifetime education and training, consciousness on human values, and ethical concerns related to the implementation of the organizational greening and corporate social responsibility. Finally, it proposes a strategic organizational development model.*

### INTRODUCTION

In global competitive markets, many organizations undertake efforts to survive creating conditions in a destructive dynamic environment and developing into a no sustainable organizational development. Organizational development change due to decisions that are made unstained, becomes unsustainable development change.

A holistic, humanistic and critical analysis approaches on organizational development focus on individual development, individual freedom and lifetime education and training, more consciousness on human values about the worth of workers as an active partner in innovation and creativity, committed and collaborative participant to the organization and ethical concerns related to the employment relationship. Changes on organizational values and external variables transform the practices and activities leading to

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the emergence of organizational collaboration and new ideas not contradicting the organizational logic and setting to support the work processes.

Sustainable organizational development is becoming possible through consecutive and evolutionary periods of steady growth with different dominant management styles to solve the problems leading to the emergence of different organizational structure arrangements and forms. The green organizational management philosophy is a tendency becoming one of this dominant organizational management model linked to sustainable organizational development practices. This green organizational management model is within an interdisciplinary theoretical framework supporting a holistic sustainable organizational development integrating the corporate social responsibility with competitive advantage strategy.

The content of this study first analyzes the implications between organizational transformation, change and development to characterize them. After this characterization, the notion of greening organizations is considered to be transformed into one of the core competencies and become the competitive advantage of any organization. It continues to analyze the corporate social responsibility as a strategy to implement the sustainable organizational development. Finally, the study proposes a strategic organizational development framework before presenting the conclusions.

## **ORGANIZATIONAL TRANSFORMATION, CHANGE AND DEVELOPMENT**

The concept of organizational development encompasses the overall organizational health which has effects on the motivation, communication, organizational cohesion and organizational behavior of workforce and the organizational structure. A heightened sense of motivation enables organizational development as adaptability. The sustainable organizational development and growth has effects on the overall organizational performance and growth.

Sustainable organizational development should be decided between the top management and the operational working areas, including the staffing personnel, to spot opportunities of individual and organizational growth and development. The top-down sustainable organizational development initiatives supported by bottom up implementation process builds on current work experiences and the workers become more responsible and committed to carry on more actively on the activities and practices of the development projects and becoming action (Argyris, 1998).

Organizational change and organizing is a central characteristic of the contemporary organizational context of a global economy (Ahrne and Brunsson, 2006). A sustainable organizational and individual development in the new economy most generate the changing capacity to adapt to an environment subject to the development elasticity. Management of sustainable organizational development in the context of the new economy and environment requires new organizational management principles and behaviors to develop organizational capacities and capabilities. Organizational development focus on managing flexible planned changes and an adaptive process approach due to the constant flow of information, changes and developments (Cummings & Worley, 2014).

Organizational change theory (Hatch 1997, 350) has dimensions of radical and incremental change based on their outcomes (Buharist 2000). The organizational transformation and development processes based on the organizational structures development differ in relation to the specificities of the national economic system and the synergetic processes created between the sustainable organizational development and the level of innovation development. Organizational structure has a relevant role in organizational social and cognitive sustainable development (Ahadi, 2011). Individual and organizational approaches

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