Chapter 7

Strategic Implications of Organizational Culture, Knowledge, Learning Organizations, and Innovation on Sustainable Organizations

José G. Vargas-Hernández

https://orcid.org/0000-0003-0938-4197

University Center for Economic and Managerial Sciences, University of Guadalajara, Mexico

ABSTRACT

This study aims to analyze the strategic implications that the organizational culture has on organizational knowledge, learning, and innovation. It begins from the assumption that there is a direct and positive relationship between the organizational culture and knowledge, learning, and innovation in organizations. It also is assumed that organizational culture, knowledge, learning, and innovation play a receptive to sustainable organizational practices. The method used is the appreciative inquiry as a collaborative dialogue based on the question of what is the best of and what might be that aims to design and implement innovations in sustainable organizational arrangements and processes. The theoretical framework is based on organizational cultural cognitivism theory and the theory of socio-ecological intergradation. It is concluded that sustainable organizations practices require the creation and development of an organizational culture supportive of knowledge, learning, and innovation practices.

INTRODUCTION

Corporate and Organizational culture is receptive to long-term Organizational practices that promote economic growth and efficiency, social inclusion and justice, and environmental sustainability. Organizational development is a workplace-oriented process that integrates knowledge generation, representation, communication and sharing, learning and training management, and regulatory structure in

order to achieve results. Worker involvement and workplace learning of new sustainable Organizational development initiatives and processes have a relationship. Sustainable Organizational development is a pervasive philosophy that adheres to the commitment that organizations have to meet the needs of the current generation without jeopardizing their ability to meet the needs of future generations.

Appreciative inquiry is a collaborative dialogue based on the question of what the best is of and what might be that aims to explore, discover, understand, analyze and implement innovations in organizational arrangements and processes.

Traditional economy-based organizations are rapidly transforming into new development paths with more informal and creative organizations identified with new economic organizations, more collaborative and participative Organizational cultures. Individuals and societies that recognize the importance of natural resources, bio ecosystems, and the environment to human development become involved in Organizational practices of conservation, maintenance, and enhancement of environmentally sustainable development. These practices necessitate the establishment and growth of an Organizational culture that promotes knowledge, learning, and innovation.

The chapter begins by examining the components and features of organizational development. Thereafter, knowledge transfer, the characteristics and elements of any learning organization, and organizational innovation factors are examined. Finally, the chapter presents a strategic approach to these issues and concluding remarks.

ORGANIZATIONAL CULTURE

Culture is the set of shared values, vision, assumptions, beliefs and norms, which govern organizational policies and people (Bandura, 2002). Organizational culture is a shared understanding and learned way of perceiving, thinking, and feeling about problems that are transmitted to members of the organization (Dicle and Okan, 2015). Organizational cultures structure, control and govern individual behaviors through values, rules, norms, and operating procedures.

Organizational cultural cognitivism theory sustains that the focus of learning, power, and control is the individual who promotes organizational culture and learning coherence (Tomasello, 2010; Thakker and Durrant, 2011). The theory of socio-ecological intergradation using a theory-building approach mimics natural ecosystems to contribute to the development of sustainable supply chain activities and practices. Socio-ecology intergradation gradually merges the social and ecological system to shift the focus from global to more regional and local supply chain connected operations.

The resource-based and the knowledge-based views supported by human resource practices, information technology capabilities, environment, and organizational culture are issues that have a direct effect on sustainable organizational performance. Human resource management and organizational culture are sources of competitive advantage that make valuable contributions to organizational sustainable development effectiveness. Human resources management practices are related to sustainable organizational development performance although the technology-based staff development may have not significant contributions.

An organizational sustainable system supports a structure to attract and retain human talent and facilitates an organizational culture to promote greening. Organizational green behavior and green culture may promote motivation and incentives for green practices in designing renewable and efficient-energy products and processes (Gupta, 2008). Personnel motivation and opportunities for feedback support

21 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/strategic-implications-of-organizational-culture-knowledge-learning-organizations-and-innovation-on-sustainable-organizations/281446

Related Content

Understanding the Impact of FinTechs on Service Innovation on the Future Sustainability of Global Business
Mohammed Ali (2021). *Remote Work and Sustainable Changes for the Future of Global Business (pp. 45-59).*
www.irma-international.org/chapter/understanding-the-impact-of-fintechs-on-service-innovation-on-the-future-sustainability-of-global-business/281443

Exploring the Role of Graphic Design-Driven Virtual Reality in Sustainable Tourism
Eman Alkhalifah (2021). *Remote Work and Sustainable Changes for the Future of Global Business (pp. 60-72).*
www.irma-international.org/chapter/exploring-the-role-of-graphic-design-driven-virtual-reality-in-sustainable-tourism/281444

Big Data HE Communities: Could Twitter Support UK Universities Amid the COVID-19 Transition?
Farag Edghiemand Moheeb Abualqumboz (2021). *Remote Work and Sustainable Changes for the Future of Global Business (pp. 33-44).*
www.irma-international.org/chapter/big-data-he-communities/281442

Critical Analysis of the Relocation Strategy of Production Between National Protectionist Policies, Global Supply, and Value Chains
José G. Vargas-Hernández (2021). *Remote Work and Sustainable Changes for the Future of Global Business (pp. 185-198).*
www.irma-international.org/chapter/critical-analysis-of-the-relocation-strategy-of-production-between-national-protectionist-policies-global-supply-and-value-chains/281450

Business Model Innovation and Gender: The Relationship With Digital Broadband and Sustainability in the Next Normal
Juan Mejía-Trejo (2021). *Remote Work and Sustainable Changes for the Future of Global Business (pp. 161-184).*
www.irma-international.org/chapter/business-model-innovation-and-gender/281449