


# Chapter 13

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

**José G. Vargas-Hernández**

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

*Instituto Tecnológico José Mario Molina Pasquel y Henríquez, Mexico*

**Muhammad Mahboob Ali**

*Constitunte Institution, University of Dhaka, Bangladesh*

### 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.*

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## **INTRODUCTION**

Corporate and organizational culture plays a receptive role to sustainable organizational practices leading to economic growth and efficiency, social inclusion and justice and environmental sustainability. Organizational development is a workplace oriented process integrating knowledge generation, representation, communication and sharing, learning and training management and structuring regulations in achieving results. There is a relationship between the worker's involvement and workplace learning of new sustainable organizational development initiatives and processes. Sustainable organizational development is a pervasive philosophy globally subscribed on the commitment that organizations have to meet the needs of the current generation while not compromising the ability to meet their own needs of the future generations. Boons and Lüdeke-Freund (2013) find that sustainable innovation research neglects the way in which organizations combine value proposition and chain in a financial and business model in the contexts of sustainable organizational, technological and social innovations and propose normative requirements. Appreciative inquiry is a collaborative dialogue based on the question of what is the best of and what might be that aims to explore, discover, understand, analyze and implement innovations in organizational arrangements and processes. Organizational development focuses on the need to exchange of knowledge and learning with an emphasis of individual and social elements within the organization in reference to concepts such as organizational and work design, group dynamics, leadership, etc. (Cummings & Worley, 2014). Bano, Ishrat, & Mishra (2019) described that organizational commitment is influenced by culture, gender, group diversity, commitment profiles and organizational information. Spicer(2020) argued that original performs must be deliberated through customs which plea to current thoughts and feelings which structural associates can grip.

Old economy based traditional organizations are transforming rapidly into new development path with more informal and creative organizations identified with new economy organizations, more collaborative and participative organizational cultures. Individuals and society that acknowledges the relevance that natural resources, the bio ecosystem and the environment have for human development, they get involved in organizational practices of conservation, maintenance and enhancement of environmental sustainable development. These practices require the creation and development of an organizational culture supportive of knowledge, learning and innovation practices. However, organization culture has been affected by the COVID19 in different parts of the world. Under epidemic condition owing to arise of COVID 19, structural effort values is also varying.

Research question of the study is strategic implications that the organizational culture has on organizational knowledge, learning and innovation? As such the research work begins from the hypothesis that there is a straight and constructive association amid the organizational culture and knowledge, learning and innovation in organizations.

Plan of the Study: Introduction is given. Then the study will discuss literature review, Methodology of the study, followed by the case study with observations, then analysis of the of findings. Then the study will integrate result, discussion, conclusion and implications.

## **LITERATURE REVIEW**

The organizational stakeholders' behaviors need to be properly developed in accordance with the organizational structure, knowledge management and the standardization of benefits (Holbrook &

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