Chapter 17
Strategic Implications of Organizational Culture, Knowledge, Learning Organizations, and Innovation on Sustainable Organizations

José G. Vargas-Hernández

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

Instituto Tecnológico José Mario Molina Pasquel y Henríquez, Mexico

Jorge Armando López-Lemus

https://orcid.org/0000-0001-6989-1065

Universidad de Guanajuato, 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 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 to the commitment that organizations have to meet the needs of the current generation while not compromising the ability to meet their own needs of future generations.

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.

Old economy-based traditional organizations are transforming rapidly into new development paths with more informal and creative organizations identified with new economy organizations, more collaborative and participative organizational cultures. Individuals and society that acknowledge the relevance that natural resources, the bio ecosystem, and the environment have for human development, get involved in organizational practices of conservation, maintenance, and enhancement of environmentally sustainable development. These practices require the creation and development of an organizational culture supportive of knowledge, learning, and innovation practices.

The study begins by analyzing the components and features of the organizational development to continue with the analysis of knowledge transferal, the characteristics and elements of any learning organization, and organizational innovation. Finally, the study intends to present a strategic approach to these issues and the 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 devel-

22 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/290138

Related Content

Sustainable Resilience in Urban Land Use
José G. Vargas-Hernándezand Elsa Patricia Orozco-Quijano (2022). *Handbook of Research on Sustainable Development Goals, Climate Change, and Digitalization (pp. 233-256).*
www.irma-international.org/chapter/sustainable-resilience-in-urban-land-use/290485

An Agricultural Decision Support System for Optimal Land Use Regarding Groundwater Vulnerability
Konstantinos Voudouris, Maurizio Polemio, Nerantzis Kazakisand Angelo Sifaleras (2012). *Regional Development: Concepts, Methodologies, Tools, and Applications (pp. 454-466).*
www.irma-international.org/chapter/agricultural-decision-support-system-optimal/66131

Web-based Public Participation in Urban Planning Competitions
Susa Eräranta, Maarit Kahila-Taniand Pilvi Nummi-Sund (2015). *International Journal of E-Planning Research (pp. 1-18).*
www.irma-international.org/article/web-based-public-participation-in-urban-planning-competitions/123136

Urbane-ing the City: Examining and Refining the Assumptions Behind Urban Informatics
Amanda Williams, Erica Roblesand Paul Dourish (2009). *Handbook of Research on Urban Informatics: The Practice and Promise of the Real-Time City (pp. 1-20).*
www.irma-international.org/chapter/urbane-ing-city/21790

Digital Community Planning: The Open Source Way to the Top of Arnstein's Ladder
Enzo Falco (2016). *International Journal of E-Planning Research (pp. 1-22).*
www.irma-international.org/article/digital-community-planning/151462