

Chapter 15

Cultural Values as Strategic Support to Organizational Sustainability in Times of Pandemic:

Case Study of a Company in the Formal Textile Trade Sector in Colombia

Dora Ariza

 <https://orcid.org/0000-0002-9057-474X>

EAN University, Colombia

ABSTRACT

The presentation of the COVID-19 pandemic in 2020 has led all organizations worldwide to rethink their strategies and even the products and services they offered, with the aim of surviving and overcoming the economic and social difficulties that guarantee their permanence in the market. The practices framed in the Sustainable Development Goals are more current than ever, given the need to respond to the demands imposed by healthcare, while humanity's battle against the virus is taking place. This chapter details the results found in a case study investigation in a Colombian organization of the textile sector that accesses the national and international market. Its objective was to determine the values of the culture that have guided the management of the company during the COVID-19 pandemic, allowing them to achieve economic and social sustainability. It was evident that values such as solidarity promoted by the founder and integrated into the organizational culture have directed the management of the company in times of pandemic, avoiding the dismissal of its workers.

INTRODUCTION

The presentation of the COVID19 pandemic in 2020 has led all organizations worldwide to rethink their

DOI: 10.4018/978-1-7998-8185-8.ch015

strategies and even the products and services they offered, with the aim of surviving and overcoming the economic and social difficulties that guarantee their permanence in the market. The practices framed in the Sustainable Development Goals are more current than ever, given the need to respond to the demands imposed by health care, while humanity's battle against the virus is taking place.

According to Córdoba, Peredo and Chaves (2020), one of the effects of the COVID-19 pandemic in the Andean region has been the prevalence of economic interests that have taken advantage of this circumstance to profit from and reorganize exploitation and capital accumulation dynamics. According to these authors, the initiatives of some organizations based on reciprocity that emerged throughout the region in response to the health crisis and in the context of national blockades have been less visible. This reciprocity was manifested through the definition of strategies aimed at helping workers, at the same time, that sustainability was maintained by seeking to overcome the public health situation.

This chapter details the results found in a case study investigation in a Colombian organization of the textile sector that accesses the national and international market. By collecting primary and secondary information, the study sought to answer the following research question: What values internalized in the organizational culture have led the changes in the management of the company during the pandemic, to maintain social and economic sustainability?

Therefore, the objective of the research was to determine the values of the culture that have guided the management of the company during the COVID19 pandemic, allowing them to achieve economic and social sustainability. It was evident that values such as solidarity promoted by the founder and integrated into the organizational culture, have directed the management of the company in times of pandemic, avoiding the dismissal of its workers through the creation of new products and the strengthening of electronic commerce. Strategic changes and adjustments to internal projects that this organization had to carry out were identified to achieve balance in the perspective of economic and social sustainability, since the COVID19 pandemic began to date.

The theoretical framework that supports the research is presented below, detailing the role of values in the organizational culture, the effect of the pandemic in the textile sector in Colombia, the methodology carried out around the development of a case study, the results found and their corresponding discussion, as well as the author's conclusions and his recommendation for future research.

THE ROLE OF VALUES IN ORGANIZATIONAL CULTURE

According to Schein (2009), values make up the component of culture that indicates what is considered important in the organization, they reflect what the company ideally wants to be and how it wants to present itself publicly. For this reason, values constitute behavioral guidelines for the members of an organization and their follow-up is required for a new member to be accepted into their work group (Ravasi and Schultz, 2006).

Shared values in the organization influence its business practices and decision-making (Rosenthal and Masarech, 2003). However, the values that are considered key do not change, although the strategy does (Rosenthal and Masarech, 2003). The founder of the organization has an important role in defining the key values and the executive level is in charge of disseminating them (Schein, 1983). Values can also be determined from the observation of failed or successful consequences of actions taken in the organization (Schein, 1983).

14 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/cultural-values-as-strategic-support-to-organizational-sustainability-in-times-of-pandemic/285883

Related Content

Public Policy Issues in Pricing: Strategies and Initiatives

Pratap Chandra Mandal (2019). *International Journal of Applied Management Theory and Research* (pp. 17-30).

www.irma-international.org/article/public-policy-issues-in-pricing/232710

Strategic Leadership in Higher Education: Embracing Challenge, Change, and Paradox

Sharon E. Norris (2017). *Encyclopedia of Strategic Leadership and Management* (pp. 1546-1555).

www.irma-international.org/chapter/strategic-leadership-in-higher-education/173616

Factors Influencing Consumers' Purchase Intentions Towards Made-to-Order Tea Drinks in China

Zixuan Ricky Wang and Rob Kim Marjerison (2019). *International Journal of Food and Beverage Manufacturing and Business Models* (pp. 29-52).

www.irma-international.org/article/factors-influencing-consumers-purchase-intentions-towards-made-to-order-tea-drinks-in-china/234724

Business Management Models of Microfinance Institutions (MFIs) in Africa: A Study into Their Enabling Environments

Nadya Pashkova, Andres Trujillo-Barrera, George Apostolakis, Gert Van Dijk, Periklis D. Drakos and George Baourakis (2016). *International Journal of Food and Beverage Manufacturing and Business Models* (pp. 63-82).

www.irma-international.org/article/business-management-models-of-microfinance-institutions-mfis-in-africa/163276

Social and Cultural Impacts on Employee Job Satisfaction and Commitment to Organisations

Augustine Imonikhe and Dane Lukic (2022). *International Journal of Applied Management Theory and Research* (pp. 1-16).

www.irma-international.org/article/social-and-cultural-impacts-on-employee-job-satisfaction-and-commitment-to-organisations/300343