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## **The Causal Relationship between the Model of Innovative Organization and the Corporate Sustainability**

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### **Abstract:**

*The purposes of this research are 1) to study the components of the innovative organization, influencing corporate sustainability, 2) to study the components of corporate sustainability, and 3) to analyze the causal relationship between the model of innovative organization and corporate sustainability. The results of the study showed that the attitudes of respondents regarding the organizational culture, in total, can be interpreted as agreed. In particular, involvement culture had the highest mean score. The attitudes of respondents regarding the organizational climate, in total, can be interpreted as strongly agreed. In particular, responsibility had the highest mean score. The attitudes of respondents regarding the organizational learning, in total, can be interpreted as agreed. In particular, personal mastery had the highest mean score. The attitudes of respondents regarding the organizational innovation, in total, can be interpreted as agreed. In particular, process innovation had the highest mean score. The attitudes of respondents regarding the corporate sustainability, in total, can be interpreted as agreed. In particular, social development had the highest mean score.*

*The hypotheses, results show that the correlation analysis of the causal relationship between the model of innovative organization and corporate sustainability; all these are the real variables of the relationship between the form of innovative organization and corporate sustainability. The relevant index is in standard, by that = 244.95, p-Value = 0.00, df = 123, RMSEA = 0.043, which / df is less than 2 ( / df = 1.99) and RMSEA is less than .05 (RMSEA = 0.043), which is relevant to the empirical data.*

**Keywords:** Causal relationship, Innovative organization, Corporate sustainability, Confirm Factor Analysis: CFA, Structural Equation Model: SEM

### **1. Introduction**

Thai business people have to prepare and to adapt themselves to encounter the challenge for survival and sustainable growth in the midst of current change of both regional and world trading rules. While the development of the knowledge about scientific technology and telecommunication is quickly changing, this change is causing an impact on self-adaptation and on the change in the organization (Merx-Chermin and Nijhof, 2005). Nowadays, the organization has to face both opportunity and obstacle; which cause the regression to the organization. However, each organization was differently affected from the different factors and operating Environmental (Tesjeeb, 2009). The innovation does not occupy only the development of new products, but also the new service and process of creative management. To create the innovative organization, the entrepreneurs must have long-term vision towards their own business; this means daring to invest in new things without expecting of a short-term return and planning the innovative strategy along with setting their own business goals. Another importance is to cultivate the organizational culture about new thinking, talking, reading, and writing; to have the change in thinking to always know the further development of the initiative thought and to remember the goals of the innovation which is about positive change to create the new productivity which will lead to the economic wealth (Intharakamthornchai, 2013).

The concept of innovation is counted as an important strategy used in the competition between the organizations in order that the operation can create new things or methods to bring about the added value and the motivation to the customer by using the existing

resources to gain the highest profit for the wealth of the organization (Drucker, 2002). Therefore, innovation is very important to the business competition because it does not only help supporting the performance of the organization but it is also counted as “the basic necessity of the organization.” Thereby, the concept about innovation in the view of the entrepreneur is that the entrepreneur has the role and also an importance on the innovation-development process and the innovation also takes an important part in the success of the entrepreneur; these two factors are important to each other in the positive way (Zhao, 2005). Drucker (1994) emphasized that the entrepreneur must have the capability in researching, designing, adapting the thought and artifact to be innovative through the process of marketing and also the capacity to use an innovation in creating the success of the business. The entrepreneurs with the capacity in developing the innovation have an important role towards the country development in the aspect of economics and the competitive advantage. However, the innovation must focus on creating new things with knowledge and creativity as a base (Office of National Innovation, 2006). Thus, creating and managing knowledge in order to be used in developing the innovation of the organization is very important due to the reason that the business will have the sustainably competitive capability (Nonaka, 1991, 1994; Nonaka & Toyama, 2003; Johannessen & Olsen, 2003). With all these reasons, the researcher, as the entrepreneur of the industry, was interested in conducting this research about the causal relationship between the model of innovative organization and the corporate sustainability, in order to study the appropriate components of the innovative organization and to create the sustainability to the business of the industry, and also to publicize new knowledge from this research to those who are interested, to understand that the innovation is an important tool in creating the competitive advantage in trading, including the application of the concept in developing the innovative organization and in formulating the effective strategy of business operation in the future.

### *1.1. Purposes of Research*

1. To study the components of the innovative organization influencing the corporate sustainability.
2. To study the components of the corporate sustainability.
3. To analyze the causal relationship between the components of innovative organization and the corporate sustainability.

### *1.2. Hypothesis of Research*

- H<sub>0</sub>1: The components of innovative organization do not have the relationship with creating the corporate sustainability.  
H<sub>1</sub>1: The components of innovative organization have the relationship with creating the corporate sustainability.  
H<sub>0</sub>2: The model of innovative organization does not have the relationship with the corporate sustainability.  
H<sub>1</sub>2: The model of innovative organization has the relationship with the corporate sustainability.

## **2. Literature Surveys**

### *2.1. Organizational Innovation*

Organizational innovation is defined as the implementation of a new or improved knowledge in the firm's business practices or workplace organization that has an impact on a firm's performance (Evangelista & Vezzani 2010). Product innovation is the introduction of goods or services that are new or significantly improved with respect to their specifications or intended uses, such as significant improvements in technical specifications, components and materials, incorporated software, user friendliness, or other functional characteristics. Product innovations are better when the company wants to enter new markets before competitors and meet customer needs (Nieto & Santamaria, 2010). The objective of product innovation is to respond to customers' demand for new products or executives' desire to capture new markets (Damanpour, 2010). Process innovation is defined as the implementation of a new or significantly improved production or delivery method, including significant changes in techniques, equipment, and/or software. Process innovations might attempt to decrease unit costs of production or delivery, increase quality, or produce or deliver new or significantly improved products.

### *2.2. Organizational Culture*

Cameron & Quinn (2011) definition of organizational culture; organizational culture is “an enduring set of values, beliefs, and assumptions that characterize organizations and their members”. Denison and Mishra (1995) identified four unique organizational culture dimensions that reflected the environment in which organizational members work, including: adaptability, mission, involvement, and consistency. Denison and Mishra defined a culture of consistency as one in which systems, processes, and the presence of a stable infrastructure enables an organization to execute its activities repeatedly. Denison and Mishra observed that organizations effective in the area of consistency also had highly coordinated and integrated departments and was attributed to the fact that consistent organizations were comprised of employees with shared values who could reach consensus on difficult issues. Denison showed that organizations that effectively defined a mission and implemented strategies by developing clear goals and objectives created a shared vision of what the organization would look like in the future, and readily translated the goals and the organizational vision into reality. Involvement explains the extent to which employees of an organization understand how their contribution links with the mission, plus their level of engagement. According to this concept, organizations successful in the area of involvement are those that share information so that all employees have access to the knowledge necessary to do their jobs effectively. Adaptability refers to an organization's ability to understand and adapt to the external environment, such as to a customer's expectations and competitive market forces. Organizations that are highly adaptable continuously look for new and better ways to do their work; and do so by responding quickly and effectively to customer feedback, and by knowing the strengths and weaknesses of the competition.

### 2.3. Organizational Climate

Organizational Climate is a fundamental construct in work and organizational settings, as it provides an appropriate context for studying organizational behavior, allowing the exploration of individual and group behaviors (Asif, 2011). Thus, Stringer had formulated new climate dimensions which tell all work environment aspects will likely have some influence over how people act. There are six distinct dimensions newly proposed by Stringer; 1) Structure means employees understand clearly about their duties and responsibilities including each rank decision power; 2) Standards means employees take their efforts to develop their working quality to proud levels toward quality working; 3) Responsibility reflects the employees' feeling in term of courage used in problem solving without taking into consideration of decisions of others; 4) Recognition reflects the feeling of employees who receive rewards, blame and appropriate punishment. In addition to this includes balance and consistency; 5) Support reflect the trust and the contributing to share with one another as a working team and colleagues and the ability to get the chief's assistance, whenever it is needed; and 6) Commitment reflects the employees' feeling in sense of integration to the organization and commitment level towards the objectives of the organization.

### 2.4. Organizational Learning

Senge (2002) distinguished learning organizations by defining five disciplines that promoted organizational learning, which included: personal mastery, mental models, shared vision, team learning and systems thinking. Personal mastery is a culmination of personal values and initiatives that assist individuals in expanding, exploring, and meeting personal goals. Genuine commitment from individuals is established when they are acting or doing exactly what they want to do (Ismail et al., 2010). Mental models influence one's thoughts about the world and thus consist of assumptions, generalizations, or images (Bolfikova et al., 2010). According to Werhane et al. (2011), the term "mental model" emphasizes that interactions do not always result from passively forming mental representations from our Mental models can influence two people with different mental models. Shared visions include fostering long-term commitment and enrollment rather than including a demand for compliance. Employees are often confused by what is real and what is perceived (Paroby and White, 2010). Strategically gathering commitment from employees is necessary to create impactful change, thus establishing an authentic perceived strategic intent (Paroby and White, 2010). Team learning is as the process of cultivating the capabilities of a team to produce highly desirable results. Experience accumulation is the process of learning by doing or using; the process involves channeling skills acquired and presenting the positive correlation between the outcome and content (David & Brachet, 2009).

Through systems thinking, when shared visions break down, organizational leaders look to the behavior of the organization. Systems thinking are the foundation of building learning teams. The process begins when individuals set aside the assumption that a specific person or agent is solely responsible and instead accepts that a collective group shares responsibility.

### 2.5. Corporate Sustainability

Corporate sustainability is defined as adopting business strategies that meet the needs of the enterprise and its stakeholders while sustaining human and natural resources (KPMG, 2011). The socio-cultural sustainability is concerned with the social interaction, relations, behavioral patterns and values between people. Social development refers to managing a company in such a way that it improves the social inequality and divisions, quality of life, and relationships between their stakeholders (Lindgreen et al., 2009). Social development is considered as an important factor in corporate sustainability. The objective of social development aims to establish a policy that would accomplish a positive influence to all present and future relationships with stakeholders. Economic sustainability refers to a business's ability to make profit in order to survive and benefit the economic systems at the local and national level. Sustainable businesses consider their economic impact on the community, such as job creation, local wages, and their contribution to local economic growth. The environmental dimension of sustainability is the most widely documented one.

In the hospitality industry a wide range of information exists about environmental issues such as energy saving, recycling, water savings, etc. The environmental refers to a company's efforts to manage its operations in such a way that its final products do a little harm to the natural environment, including land, air, and water (Lindgreen et al., 2009).

## 3. Research Methodology

This research used quantitative method as a technique to analyze demographic profile, the components of the innovative organization and the corporate sustainability, and the relationship between the components of innovative organization and corporate sustainability. The primary data were derived from the research questionnaires, which were responded by the samples of populations of 252 people. Secondary data were derived from books, academic articles, journals, previous researches, and other reliable references. Statistics used in this research included frequency, percentage, analysis of mean and standard deviation, Pearson Correlation, Confirm Factor Analysis: CFA, and Structural Equation Model (SEM).

## 4. Research Results

### 4.1. Demographic Profiles

With regard to the demographic profiles, the results show that a total of respondent in this research were 252 people, which 65.10% were male, and 34.90% were female. As for age, 41.30% aged between 31 – 40 years. As for status in the organization, 33.30% were

single owners. As for style of operation, 38.10% were OBM (Original Brand Manufacturer). As for period of operation, 34.20% have been operated for 1–10 years. As for number of personnel, 40.50% had 1–100 people respectively.

#### 4.2. Analysis of the Components of the Innovative Organization and Corporate Sustainability

With regard to the attitudes of respondents regarding the organizational culture, in total, the organizational culture can be interpreted as agreed ( $\bar{X} = 4.16$ , S.D. = .372). In particular, involvement culture has the highest mean score ( $\bar{X} = 4.42$ , S.D. = .445), followed by consistency culture ( $\bar{X} = 4.10$ , S.D. = .503), mission culture ( $\bar{X} = 4.06$ , S.D. = .487), and adaptability culture ( $\bar{X} = 4.04$ , S.D. = .461) respectively (see table 1).

| Factors                 | $\bar{X}$ | S.D. | Interpretation | Ranking |
|-------------------------|-----------|------|----------------|---------|
| 1. Involvement Culture  | 4.42      | .445 | StronglyAgreed | 1       |
| 2. Consistency Culture  | 4.10      | .503 | Agreed         | 2       |
| 3. Adaptability Culture | 4.04      | .461 | Agreed         | 4       |
| 4. Mission Culture      | 4.06      | .487 | Agreed         | 3       |
| Total                   | 4.16      | .372 | Agreed         |         |

Table 1: Mean and standard deviation of the organizational culture in total and in particular

With regard to the attitudes of respondents regarding the organizational climate, in total, the organizational climate can be interpreted as strongly agreed ( $\bar{X} = 4.29$ , S.D. = .376). In particular, responsibility has the highest mean score ( $\bar{X} = 4.54$ , S.D. = .506), followed by structure ( $\bar{X} = 4.46$ , S.D. = .496), standard ( $\bar{X} = 4.40$ , S.D. = .499), commitment ( $\bar{X} = 4.29$ , S.D. = .491), recognition ( $\bar{X} = 4.10$ , S.D. = .549), and support ( $\bar{X} = 3.97$ , S.D. = .546) respectively (see table 2).

| Factors           | $\bar{X}$ | S.D. | Interpretation | Ranking |
|-------------------|-----------|------|----------------|---------|
| 1. Structure      | 4.46      | .496 | StronglyAgreed | 2       |
| 2. Standard       | 4.40      | .499 | StronglyAgreed | 3       |
| 3. Responsibility | 4.54      | .506 | StronglyAgreed | 1       |
| 4. Recognition    | 4.10      | .549 | Agreed         | 5       |
| 5. Support        | 3.97      | .546 | Agreed         | 6       |
| 6. Commitment     | 4.29      | .491 | StronglyAgreed | 4       |
| Total             | 4.29      | .376 | StronglyAgreed |         |

Table 2: Mean and standard deviation of the organizational climate in total and in particular

With regard to the attitudes of respondents regarding the organizational learning, in total, the organizational learning can be interpreted as agreed ( $\bar{X} = 4.13$ , S.D. = .412). In particular, personal mastery has the highest mean score ( $\bar{X} = 4.34$ , S.D. = .469), followed by team learning ( $\bar{X} = 4.16$ , S.D. = .484), mental models ( $\bar{X} = 4.11$ , S.D. = .549), systematic thinking ( $\bar{X} = 4.09$ , S.D. = .494), and shared vision ( $\bar{X} = 3.95$ , S.D. = .540) respectively (see table 3).

| Factors                | $\bar{X}$ | S.D. | Interpretation | Ranking |
|------------------------|-----------|------|----------------|---------|
| 1. Personal mastery    | 4.34      | .469 | StronglyAgreed | 1       |
| 2. Mental models       | 4.11      | .549 | Agreed         | 3       |
| 3. Shared vision       | 3.95      | .540 | Agreed         | 5       |
| 4. Team learning       | 4.16      | .484 | Agreed         | 2       |
| 5. Systematic thinking | 4.09      | .494 | Agreed         | 4       |
| Total                  | 4.13      | .412 | Agreed         |         |

Table 3: Mean and standard deviation of the organizational learning in total and in particular

With regard to the attitudes of respondents regarding the organizational innovation, in total, the organizational innovation can be interpreted as agreed ( $\bar{X} = 3.75$ , S.D. = .612). In particular, process innovation has the highest mean score ( $\bar{X} = 3.97$ , S.D. = .570), followed by behavioral innovation ( $\bar{X} = 3.66$ , S.D. = .688), and product innovation ( $\bar{X} = 3.61$ , S.D. = .828) respectively (see table 4).

| Factors                  | $\bar{X}$ | S.D. | Interpretation | Ranking |
|--------------------------|-----------|------|----------------|---------|
| 1. Product innovation    | 3.61      | .828 | Agreed         | 3       |
| 2. Process innovation    | 3.97      | .570 | Agreed         | 1       |
| 3. Behavioral innovation | 3.66      | .688 | Agreed         | 2       |
| Total                    | 3.75      | .612 | Agreed         |         |

Table 4: Mean and standard deviation of the organizational innovation in total and in particular

With regard to the attitudes of respondents regarding the corporate sustainability, in total, the corporate sustainability can be interpreted as agreed ( $\bar{X}$ = 4.03, S.D. = .448). In particular, social development has the highest mean score ( $\bar{X}$ = 4.20, S.D. = .474), followed by economic development ( $\bar{X}$ = 4.10, S.D. = .481), and environmental development ( $\bar{X}$ = 3.79, S.D. = .676) respectively (see table 5).

| Factors                      | $\bar{X}$ | S.D. | Interpretation | Ranking |
|------------------------------|-----------|------|----------------|---------|
| 1. Social development        | 4.20      | .474 | Agreed         | 1       |
| 2. Economic development      | 4.10      | .481 | Agreed         | 2       |
| 3. Environmental development | 3.79      | .676 | Agreed         | 3       |
| Total                        | 4.03      | .448 | Agreed         |         |

Table 5: Mean and standard deviation of the corporate sustainability in total and in particular

#### 4.3. Analysis Result of the Correlation between the Model of Innovative Organization and Corporate Sustainability

The relationship between the components variables of the innovative organization, which has the highest correlation, is the relationship between organizational culture and the organizational climate at the level of .836. The relationship between the component variables of the innovative organization and corporate sustainability, which has the highest correlation, is the organizational learning and corporate sustainability at the level of .675, which is relevant to the empirical data (see table 6).

| Variables | OCU | OCL           | OLE    | OIN    | COS           |
|-----------|-----|---------------|--------|--------|---------------|
| OCU       | 1   | <b>.836**</b> | .812** | .620** | .590**        |
| OCL       |     | 1             | .790** | .562** | .593**        |
| OLE       |     |               | 1      | .701** | <b>.675**</b> |
| OIN       |     |               |        | 1      | .623**        |
| COS       |     |               |        |        | 1             |

Table 6: Correlation between the variables in the model of the innovative organization and corporate sustainability

\*\* Statistical significance at the level of .01

#### 4.4. Analysis Result of the Causal Relationship between the Model of Innovative Organization and Corporate Sustainability

All factors are real variables of the causal relationship between the model of innovative organization and corporate sustainability; and the researcher adjusted this form so that the relevant index is unacceptable standard, in which = 244.95, p-Value = 0.00, df = 123, RMSEA = 0.043. This means the causal relationship between the model of innovative organization and corporate sustainability, which is developed by the researcher is relevant to the empirical data that / df is less than 2 (/ df = 1.99) and RMSEA is less than .05 (RMSEA = 0.043).

The analysis result of the model of the causal relationship between the model of innovative organization and the corporate sustainability was found that the weight of the variable factors of the organizational learning and the organization innovation have the statistical significance (P < 0.01).

This means the variables of the organizational learning and the organization innovation are the important variables which indicates the corporate sustainability, in which the weight of the variables is between 0.25 – 0.97. Considering the influence value, it was found that the factors influencing the corporate sustainability are the organizational innovation and the organizational learning have an influence on the corporate sustainability with the statistical significance at the level of .01, while the organizational learning has an influence on the organizational culture with the statistical significance at the level of .01 (see figure 1).

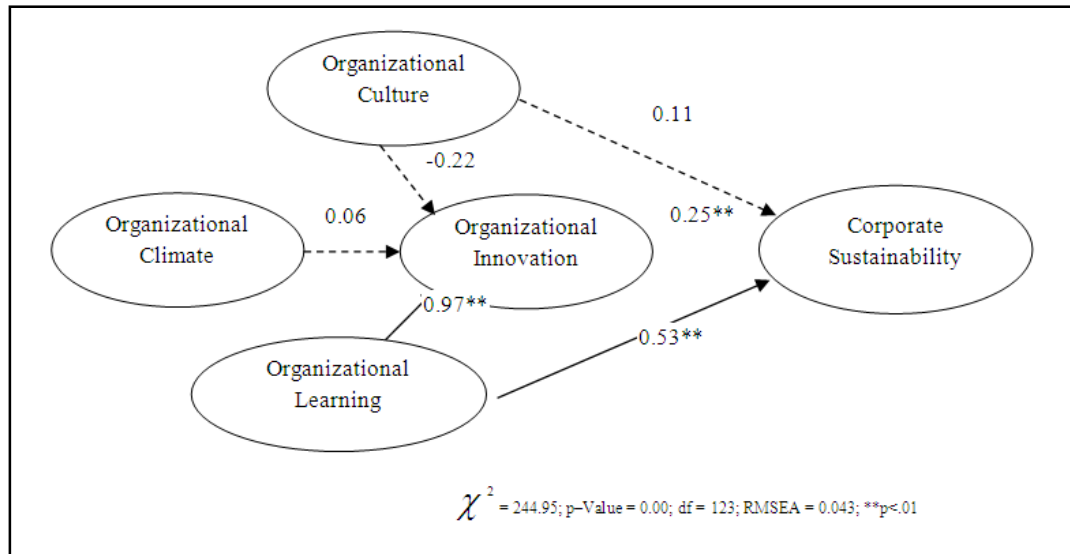


Figure 1: The Model of the Causal Relationship between the Model of Innovative Organization and the Corporate Sustainability

| Dependent Variables   | R <sup>2</sup> | Relationship | Independent Variables  |                        |                         |                           |
|---|----------------|--------------|------------------------|------------------------|-------------------------|---------------------------|
|   |                |              | Organizational Culture | Organizational Climate | Organizational Learning | Organizational Innovation |
| Organizational Innovation   | .66            | DE           | -0.22                  | 0.06                   | 0.97**                  |                           |
|   |                | IE           |                        |                        |                         |                           |
|   |                | TE           | -0.22                  | 0.06                   | 0.97**                  |                           |
| Corporate Sustainability  | .72            | DE           | 0.11                   |                        | 0.53**                  | 0.25**                    |
|   |                | IE           | -0.06                  | 0.01                   | 0.24**                  |                           |
|   |                | TE           | 0.05                   | 0.01                   | 0.77**                  | 0.25**                    |
| $\chi^2 = 244.95$ ; p-Value = 0.00; df = 123; CFI = 0.99; GFI = 0.91; AGFI = 0.84; RMSEA = 0.043; SRMR = 0.043; **p<.01 |                |              |                        |                        |                         |                           |

Table 7: The correlation of direct and indirect influence and the total influence of the model of the causal relationship between the model of innovative organization and corporate sustainability

Considering the direction of the relationship in the model of the relationship, it was found that

1. The variable which has a direct influence on the organizational culture is the organizational learning with the correlation at the level of 0.97, with the statistical significance at the level of .01.
2. The variables which have a direct influence on the corporate sustainability are the organizational learning and the organizational culture with the correlation at the level of 0.53 and 0.25, with the statistical significance at the level of .01.
3. The variable which has an indirect influence on the corporate sustainability is the organizational learning with the correlation at the level of 0.24, with the statistical significance at the level of .01.
4. The variable factor of the organizational culture, organizational climate, and the organizational learning can cooperatively predict the organizational innovation at 66%.
5. The variable factor in the organizational culture, organizational climate, the organizational learning, and the organizational innovation can cooperatively predict the corporate sustainability at 72%.

### 5. Discussion

The research results show that the variables of the organizational learning and the organizational innovation are the important variables indicating the corporate sustainability. This means the stimulation to create organizational learning in order to increase the corporate performance of the officers; this will have an influence on the organization to reach the goals, which Senge (1990) had said about the five characteristics of the organizational learning, consisting of personal mastery, mental model, shared vision, team learning, and systematic thinking. This will lead to many new thoughts, design, research, and development, also the product and process development (Gopalakrishnan and Damanpour, 1997). At last, this will generate the organizational innovation due to the reason that the business operation nowadays requires knowledge and innovation as the important factors in adding value, in developing, and in producing good-quality product and service for satisfying the customers, for surviving, and for gaining the competitive capability of the organization in the free world trading market, which will bring about the benefit to the economics, society, and sustainable development. Salomon and Jin (2010) conducted a research about the impact of exposure to technological

knowledge in foreign markets by exporting firms, the results of the study showed that these exporting firms benefit from the organizational learning and its effects are exhibited in increases in innovative productivity, *expost*. This idea of a cyclical relationship hints at the vital role organizational learning plays in organizational innovation. Nonaka (1991, 1994); Nonaka & Toyama (2003); Johannessen & Olsen (2003) also said that knowledge creation and management, which was used in developing the organization innovation, is very important due to the reason that this will create the advantages for the sustainable competition.

The results show that the organizational learning also has the relationship with the corporate sustainability. It is the process of information exploration and exploitation, knowledge creation and sharing, habit formation and value creation, as well as skill development and concretizing the knowledge that gets constituted at the organizational level. This is relevant to the concept of Schilling and Kluge (2009) that organizational learning is defined as a: regulated collective learning process in which individual and group-based learning experiences concerning the improvement of organizational performance and/or goals are transferred into organizational routines, processes and structures, which in turn affect the future learning activities of the organization's members. In addition, Basim et al. (2009) found that organizational citizenship behavior emergence through a learning organization stemmed from the formation of a culture, dialogue, teamwork and team learning, empowering employees, providing supportive leadership, and knowledge sharing. Senge distinguished learning organizations by defining five disciplines that promoted organizational learning, which included: personal mastery, mental models, shared vision, team learning and systems thinking. Andjarsari et al. (2013) also tested empirically the effect of organizational learning on the organizational commitment, innovation, and job satisfaction of small and medium enterprises (SMEs). The findings of research show that organizational learning directly has positive effect on the organizational commitment and innovation.

While indirect effect of organizational learning on job satisfaction is positive either through organizational commitment or innovation. The results show that the corporate sustainability required social development at first, followed by economic development, and environmental development respectively. This is relevant to the concept of Aras and Crowther (2009) which stated that corporate sustainability refers to an organization's efforts on improving human and social welfare by ensuring positive, effective ecological and social conditions without creating conflict with its organizational goals when it generates profit and sustains a competitive advantage.

It is a business model that generates shareholder value in the long run by accepting opportunities and coping with risks originated from economic, environmental and social situations. Lindgreen et al. (2009) pointed out that social development is considered as an important factor in corporate sustainability. The objective of social development aims to establish a policy that would accomplish a positive influence to all present and future relationships with stakeholders. Landrum & Edwards (2009) also explained that economic sustainability refers to a business's ability to make profit in order to survive and benefit the economic systems at the local and national level. Sustainable businesses consider their economic impact on the community, such as job creation, local wages, and their contribution to local economic growth. At the same time businesses need to maintain corporate profitability and internal financial stability. Lindgreen et al. (2009) additionally demonstrated the core of environmental development of a company is thus to operate within the carrying capacity of the ecosystem by reducing environmental pollution, minimizing resource consumption, and optimizing the company's ecological footprint.

## 6. Recommendations

1. The research results should be applied in developing the organization to have the innovation influencing the corporate sustainability.
2. The research results should be used as the direction in the organizational management in order to create the sustainability.
3. There should be the qualitative research by administering the in-depth interview for retrieving the more complete and explicit data to be analyzed.
4. There should be the future research in the specific samples in business area in order to understand the factors influencing the corporate sustainability of each business.
5. There should be a study in other components which can expectedly create the corporate sustainability, especially the economic policy of the government which is an essential component influencing corporate sustainability.

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