# INTERNSHIPS IN ENVIRONMENTAL SOCIAL RESPONSIBILITY AND KNOWLEDGE MANAGEMENT IN BOGOTA ORGANIZATIONS

^^^^^

DUEÑAS-PEÑA, ÁLEX<sup>1</sup>; CUÉLLAR-SÁNCHEZ, DIANA MIREYA<sup>2</sup>; LUNA-GUTIÉRREZ PABLO EMILIO<sup>3</sup>

<sup>1</sup>Universidad Colegio Mayor de Cundinamarca. Programa Tecnología en Asistencia Gerencial.

aduen as p@unicol mayor.edu.co.

Orcid: 0000-0002-3548-0775

<sup>2</sup>Universidad Colegio Mayor de Cundinamarca. Programa Tecnología en Asistencia Gerencial. dmcuellar@unicolmayor.edu.co.

Orcid: 0000-0002-9500-1799

<sup>3</sup>Corporación Universitaria Minuto de Dios.: Facultad de Ciencias Empresariales Gerencial.

pluna@uniminuto.edu.co Orcid: 0000-0001-8302-7433

#### **Summary**

Part of the results of the research on how practices that contribute to the environment occur within knowledge management in organizations that develop their activities in the city of Bogotá are presented. In particular, it was intended to know about environmental practices and knowledge management in Bogota organizations, in order to obtain the level of relationship between them, as well as these between Knowledge Management and MSR in general, for which a quantitative study of descriptive type was made where it was addressed, through an instrument, to a sample of 142 companies. The results allowed conclusions such as: between the dimensions There is no association between the practical dimensions of Knowledge Management and organizational environmental practice, since the level of significance is 0.217 above the Alpha, which is contemplated at 0.05. However, between these and the general dimension there is direct and positive and strong association with the first and moderate and positive with the second taking into account respectively the Pearson coefficients of 612 and 362\*\*, as well as that the level at which the dimensions are located is high by 70% and 11% respectively.

**Keywords**: Knowledge management, Environmental responsibility, Good environmental practices

#### **INTRODUCTION**

Organizations from the consideration of the systems approach are subject to the mandatory interrelation of their parts (Pinto, 2012), on their part Méndez (2012) organizations is not only a system; It is a set of these that are represented in essence by people and functional areas with the particular processes it develops. In this context, efforts are made from their managerial activities that promote administration such as resource management in search of efficiency and health of organizations, so it is required to manage knowledge if efficient compliance with these aspects is desired, which implies among others processes or activities that lead to generate it, accumulate it, store it, transfer it, update it, in such a way that it allows individual, collective and organizational learning (Baiget, 2016). Thus, in addition to the production of products through their respective processes are the actions aimed at their development with permanent significant changes of these; in other words, innovative activities aimed at quality development, as well as incremental improvements or, if possible, radical (Loray, 2017) for which new knowledge or new combinations of those already existing in organizations are required (Palacio-Fierro et al, 2017).

On the other hand, but in relation to organizational commitment and its correspondence with their own benefits, but also with those of the interested parties, they have a call from the Davos 2020 manifesto that requests that organizations must understand the need to direct policies that strengthen that shared value where their center is the long-term prosperity of the company,

but also of society (World Economic Forum, 2019), so the call for leaders facing business processes cannot marginalize inequality, equity and climate change (Siade, 2020). It is therefore a challenge

for companies to operate an environment of clean production processes, as well as to implement environmental awareness and defense on a permanent basis (Panceri, 2021).

It presents, from the previous context, the research advances that have as object the practices entrono to the management of knowledge and the organizational environment in large companies that develop economic activities in Bogotá. It is a study that has different approaches and constructs in terms of knowledge management and environmental responsibility, in fact, it is from the review of the literature where the intention to work around the objective that I seek to know about the organizational work in what these two dimensions, mentioned above, begins. Refers. The results obtained do not leave the companies worked well off, because as seen in the document, the result of a descriptive process and correlation, challenges remain for them.

#### LITERATURE REVIEW

The environmental, economic and social changes facing the world have impacted the dynamics of operations, processes and products of companies (Chiavenato, 2007), forcing them to innovate in their own tasks, in order to increase their participation in markets. These innovations generate a transformation of events into relevant information for the organizations themselves (Rojas, 2021), in such a way that they are forced to strengthen the capacities of their workers, in order to promote business knowledge (Sarkis et al., 2010) and generate value in order to become a competitive advantage. In this sense, today this knowledge is estimated as a source of power or wealth, a characteristic that at some point was decreed to capital and land; In addition, it is an essential element to generate value for the company since it is unique, sometimes irreplaceable and also difficult to reproduce (Santos, 2022). Thus, the knowledge that actors have about the organization affects the efficiency of companies in relation to procedures, communication, training, policies, among others (Navarrete and Sánchez, 2022) but, being managed strategically, they allow them to be mediators in the process of increasing productivity and business competitiveness (Saldarriaga, 2013).

Thus, knowledge management goes beyond the information that workers may have or understand about the entity (Ordoñez, 2019). It is important how it is managed by mobilizing knowledge resources and complementing them with other resources and organizational capacities to achieve the strategic objectives of the organization (Choi and Lee, 2002, Barroso, 2011; Agudelo, 2011). As mentioned, Cvitanovic et al. (2016), knowledge management is an asset that allows capturing and reusing the knowledge of workers, in order to execute continuous improvements that generate value to the products and services offered to customers, worker satisfaction and profits to investors (Arvin et al., 2014); their relationship focuses on the transformation of data according to the needs and realities of the organization (Proaño et al., 2018) so that this knowledge leads companies to have advantages in their performance, market and sustainable development.

Therefore, organizations are concerned not only with their production processes, but also with social, labor and environmental issues that can affect the environment where they exert influence (Zárate et al., 2021), as part of their commitment to serve the community; in such a way that its officials reflect and consider that good or bad actions and operations are highly consistent in society (Barroso and Valencia, 2014). That is, the way in which the activities and processes of the organization are developed for the creation of products or services, generate an impact that is important to quantify in order not to try to achieve its objectives at the expense of bad conditions for the worker, the deterioration of the environment or the lack of ethics in transactions with customers, suppliers, shareholders and even the government (Rochlin, 2005).

In accordance with the above, corporate social responsibility (CSR) has become a corporate strategy due to the determination of institutions to respect, promote people's rights, the growth of society and care for the environment, through conducting negotiations in a responsible and ethical

manner, so that in this way they can be more productive and competitive (Peralta et al., 2022). Well, today, the business context takes into account the social problems of its direct and indirect environment (Cogollo and Ruiz, 2019), with actions that lead to the simultaneous satisfaction of the needs of both the members of the company and the members of society, always prevailing

individual development and the common good (Mendoza et al., 2020).

As Guzmán (2022) explained, the idea is to work on economic work without ignoring the importance of knowledge management, as well as social and environmental aspects. In this way, it is expected that the organizations and actors involved will be able to challenge the challenges that globalization brings immersed through the improvement of their staff and the ethical treatment with all those involved in the business, beyond profits (ISO, 2018; Haro et al., 2012), but with measures that help mitigate the climate impacts generated by the company, but without affecting shareholder profits. In other words, that the economic sector grows in such a way that it does not affect environmental resources; but rather seeks to make use of renewable energies and the constant care of nature, preserving the ecosystems in which it operates and from which it benefits (Ormaza et al., 2022).

On the other hand, institutions often consider environmental social responsibility-MSR- as a factor that is not related to knowledge management, much less to the transformation of information that both internal and external actors may have of it, in other words, there is little attention that has been paid to the impact that Knowledge Management (QM) could cause in MSR practices in companies (Lim et al., 2017). However, it should be noted that MSN and knowledge management are interrelated and need each other. Properly managing knowledge is a socially responsible behavior (Goleman, 2000) and when there is an absence of this behavior in companies, the flow of knowledge is affected, therefore, the business model is weakened. Thus, it is difficult to talk about environmental social responsibility when the individual and the company do not contribute to solve problems derived from the impacts they generate on the environment. Therefore, companies must work on managing information to turn it into knowledge, taking into account that it comes from the environment so, the transfer must provide knowledge back to the environment (Roy, 2019). From this point of view, companies must contribute to the development of society through the generation and transfer of knowledge.

#### **METHODOLOGY**

It is a study that works under a descriptive and correlational scope within a mixed approach. The dimensions and variables that compose them are observed within a natural context and without deliberate manipulation of the study units; typical of a part is qualitative (Hernández et al., 2014), likewise it works based on the verification of the relationship between variables, which are observed and analyzed in their original state of behavior and without intentional manipulation of these corroborating with the actions of quantitative research (Sánchez et al., 2020). A sample composed of 142 companies was worked; Of these, 30%, 26% and 44% are small, medium and large companies respectively. These organizations are the workspaces where students who study their level of specialization and master's degree in university institutions in the city of Bogotá, this allows us to point out that the sample as reported by Baena (2017) is a sampling for non-probabilistic convenience that is used for ease of access, as well as availability of people with specific characteristics.

The tool that collaborated with the achievement of the information is a survey that was designed based on the different approaches, constructs and theoretical references consulted, especially the study carried out by (Soto, 2021) was considered for the proximity to the subject and work methodology. The different items that make up the instrument are 28: eight allowed the characterization of informants and companies observed, while the others allowed to auscultate information on practices in environmental social responsibility and knowledge management in

Bogota organizations. The tool was applied between the beginning and end of 2022. With the initial results, the reliability test is done, both for the dimensions and for the total instrument, where the results presented in the following table were yielded:

Table 1. Reliability statistics of the instrument to know about: "Knowledge Management Practice" and "Organizational Environmental Practices"

Cronbach's alpha for dimensions		
Dimension	Alpha Coefficient	N of elements
"Knowledge Management Practice"	0,778	10
"Organizational Environmental Practices"	0,768	10
Total, General	0,759	20

Source: Own elaboration (2023), based on statistics provided by the SPSS.

Under the method of internal consistency based on the "Cronbach's alpha" according to George and Mallery (2003) the instrument is acceptable and reliable from a coefficient greater than 7, so it can be said that this instrument guarantees that the information obtained through it has internal consistency of the items, taking into account that the values meet this general criterion.

#### DEVELOPMENT

The results achieved in the search to know about practices in environmental social responsibility and knowledge management in Bogota organizations allow to deliver a descriptive analysis that addressed three variables: Environmental practices, Knowledge acquisition and Knowledge transfer. The first exposes the actions against culture and environmental responsibility in the organization and the other two the management of knowledge.

It was found that the instrument was connected by executive directors, department directors, area heads, supervisors and officials with other types of positions: 12%, 6%, 41%, 9% and 32% respectively. All are professionals at least, with a level of specialization are 41%, master's degree 5%; On average, 36% have been working in the company for more than 9 years, 31% between 6 and 9, 11% more than 3 years. For 67% it is familiar what knowledge management is and only 3% definitely do not perceive it as familiar.

Table 1. Characterization of informants and organizations that are part of the sample

Informant ch	aracter	izations						
Charge		Years Experience		Level of school	ing	Familiarity with management	kno	wledge
Chief executive officer	12%	From 1 to 3 years	22%	Undergraduate	54%	Highly familiar		7%
Department Director	6%	From 3 to 6 years old	11%	Specialization	41%	Familiar		60%
Area Manager	41%	From 6 to 9 years old	31%	Mastery	5%	Unfamiliar		30%
Supervisors	9%	From 9 to 12 years old	11%	technology	0%	Definitely familiar	not	3%
Other	32%	More than 12 years	25%	Other	0%	Other		0%
Characteriza	Characterization of organizations							
Age of company	the	Company s	ize	Company Operation		Type of company		

From 1 to 10 years old	24%	Small Business	30%	Local company (City)	23%	Private	73%
From 11 to 20 years old	20%	Medium- enterprise	26%	National	64%	Public	20%
But of 20	56%	Large- company	44%	International	13%	Mixed	7%

Source: Own elaboration (2023), based on data from applied instrument

Similarly, within the sample worked it was found that 20% are organizations whose ownership and management is controlled by state agencies and institutions, likewise, that 73% are private and 7% with participation of public and private capital. There are companies that operate locally, nationally and internationally, as seen in the table, it was found that most have more than 20 years in the market, 20% are between 11 and 20 years old and a similar amount are between 1 and 10.

#### **Knowledge Management Practices**

The dimension: knowledge management practices, composed of two variables each with five items, I deliver information from the perceptions and experiences lived by the informants that within the actions for the acquisition of knowledge of the organizations is the hiring of consultancy or other type of advice to know the market, New technologies, products and / or services is an established practice in the organization, as exposed on average by 50%, while 50% realize that this practice is not perceived. Likewise there seems to be a resounding no on the part of 8% on it, but a conclusive if for 46%.

Table 2. Variable: Knowledge acquisition

	Items 1	Items 2	Items 3	Items 4	Items 5
T/ disagree	8%	7%	5%	4%	7%
Disagree	42%	15%	15%	21%	13%
l agree	4%	9%	11%	19%	49%
T/ Agree	46%	69%	68%	56%	30%

Source: Own elaboration (2023), based on applied instrument data.

With regard to the fact that the organization disseminates among collaborators in general professional and specialized literature: books, magazines, academic material, among others that allow them to know about the market, technologies, products and / or services, it is found that at least 78% conceive, at least, to agree while 28% state the opposite. On the part for the participants in at least 79% agree that for the organization it is a common practice that the experiences and lessons learned from problem solving, as well as mistakes made, are documented and disseminated to the staff, it is noted that of this proportion on average 68% communicate to be totally in agreement.

With regard to the fact that For the organization it is an established practice the dialogue and exchange of ideas at all levels allowing the development of knowledge from the experience of the collaborators, from what workers perceive in their organizations, is that they agree that this weighs in 19% and with a resounding definitive agree fully 56%, however, it is expressed by 25% disagree. Similarly, 79% say that the company works on actions such as the organization of talks, seminars, conferences, training courses related to their work so that employees share knowledge and ideas. In the same way and the achievement of the information that feeds the variable Transfer of knowledge, it was found that for the companies investigated it is common to hire specialized and experienced personnel to work in the company with whom knowledge exchange can

be made, as referred by 58% when they totally agree, 20% agree and 21% disagree with working on such actions to promote knowledge management.

Regarding the fact that the training of employees from higher education institutions is considered irrelevant to acquire useful knowledge for the business and the creation of added value of the products and services of the organization, it is established for 46% and 8% to agree and totally agree respectively, while 45% do not conceive that this occurs.

Table 3. Variable: Knowledge transfer

	Items 6	Items 7	Items 8	Items 9	Items 10
T/ disagree	1%	7%	2%	2%	4%
Disagree	20%	38%	21%	18%	18%
l agree	20%	8%	8%	11%	13%
T/ Agree	58%	46%	68%	69%	65%

Source: Own elaboration (2023), based on applied instrument data.

It is communicated by 65% to agree, at least, that the company uses information and communication technologies -intranet, forum, videoconferences, etc.- to share experiences of its collaborators, in contradiction is 23%. Faced with the fact that it is constant that experts act as advisors with less experienced personnel individually and collectively in terms of impacting on the development, use, use of the company's resources, there is considerable acceptance, taking into account that it is 11% who agree and 69% totally agree, while 23% express not living these actions.

Faced with the existence of projects with interdisciplinary teams in order to share knowledge for the generation of organizational learning, it was found that at least 78% totally agree, but the other 22% definitely do not agree with these good practices.

#### Internships Organizational environment

In relation to environmental policy in the organizations studied, findings were found such as that only 38% share that the company organizes talks, conferences or training courses for employees to live good environmental practices and in a large majority that is equivalent to 63% do not perceive it, however, at least 67% perceive that there are tools in the organization to share knowledge that awaken environmental awareness in the company at least, 15% show ignorance, but 18% report the non-existence of these elements that support good practices of responsibility for the environment. It is expressed from the informants the low knowledge and evidence or possible existence of awareness promoted by the organization that leads to minimize the environmental impact of the company, at least this was revealed by 64%, barely affirming its presence 36%. Otherwise it occurs for the existence of awareness of the use of resources -raw materials, products-of the lowest environmental impact, this is reported by 78%, meanwhile 12% disagree that this happens, but 9% definitely deny it. However, it is notable that there is awareness of the use of recyclable containers and packaging in the personal consumption of the company's employees, as 83% report it in their response in terms of agreeing that this occurs.

Table 4. Variable: policy- Environmental

	Items 11	Items 12	Items 13	Items 14	Items 15
T/ disagree	17%	18%	15%	9%	2%
Disagree	46%	15%	49%	12%	14%
l agree	32%	44%	30%	65%	56%
T/ Agree	6%	23%	6%	13%	27%

Source: Own elaboration (2023), based on data from applied instrument

On the other hand, regarding the environmental culture in the organization from actions against the environment, it was found that 77% (items 16) recognize that in the organization where they work there are actions that show the search for energy savings as a strategy of competitiveness and strengthening the comparative advantage of the company. Likewise, the consideration to work in function (items 17) of the use of alternative energy within the strategies that lead to the

strengthening of competitiveness in the organization is considerable, since at least 83% of the informants from the organizations where they work agree on aspect in the organization.

Table 5. Variable: Culture-Environmental

	Items 16	Items 17	Items 18	Items 19	Items 20
T/ disagree	3%	6%	8%	4%	4%
Disagree	20%	11%	13%	44%	55%
l agree	<b>59</b> %	59%	63%	46%	37%
T/ Agree	18%	24%	17%	6%	4%

Source: Own elaboration (2023), based on data from applied instrument

On the other hand, 80% are reported to consider that (items 18) they regularly organize and participate in activities that promote environmental protection and improvement. Meanwhile, 52% say (items 19) that there is political will in organizations to have in the planning proposals and budgets that contemplate the reduction of the environmental impact that is generated or can generate, the gap exists with those who deny its existence, if it is considered that it is practically half of the sample that says so. In this same direction are the practices that account for identification versus availability for environmentally friendly production and marketing (items 20), since those who do not agree with this is 59%, a large margin with which another challenge is established for environmental social responsibility in organizations.

Table 6. Level of perception by variable

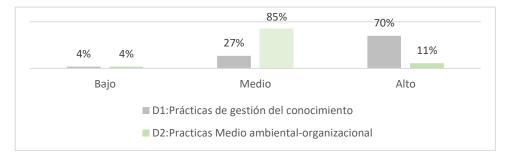
Level	V1	V2	V3	V4
Casualty	6%	2%	6%	5%
Middle	27%	27%	78%	76%
High	68%	71%	15%	19%

Note: V1:Acquisition of knowledge. V2:Knowledge transfer; V3:Politics- Environmental V4:Culture-Environmental

On the other hand, the study showed: compared to the level in which they are, in terms of Knowledge Acquisition and Knowledge Transfer, which is high in 68% and 71% respectively, of 27% average for both, as well as, for low in 6% 2% in their order. With regard to Environmental Policy and Culture-Environment, the former has a high level of 15%, an average of 78% and a low of 6%. The second, respectively, 19%, 76% and 5%.

The dimensions of Knowledge Management Practices and Environmental-Organizational Practices at a general level as shown in Figure 2, from its two variables accounts for the existence of a high level of 70% of Knowledge Management Practices and 11% in Environmental-Organizational Practices, in this same order; The average level is at 27% and 85%, while 4% for both at low level.

Figure 2. Level in relation to Knowledge Management Practices and Environmentalorganizational practices



Source: Own elaboration (2023), based on applied instrument data.

Based on the fact that the sample is 142 cases, it was decided to work on Pearson's R test in order to establish the relationships between dimensions, as well as between the variables studied, for which it was obtained that: There is NO association between the dimensions "Knowledge Management Practice" and "Organizational Environmental Practices", since the significance level is 0.217 above the Alpha, which is contemplated at 0.05. However, regarding the general category that contains the 20 items for the dimension the first dimension reported above realizes the existence of direct and positive association and strong since its Pearson coefficient is 612\*\*, while with the other dimension its coefficient is 362\*\* thus reporting its moderate and positive relationship as shown in figure 3, that there is a grouping and trend of the respective items that make up the dimensions around the general category, as well as what is represented in Table 10 that accounts for each relationship and significance with what shows their existence or not and strength between them respectively.

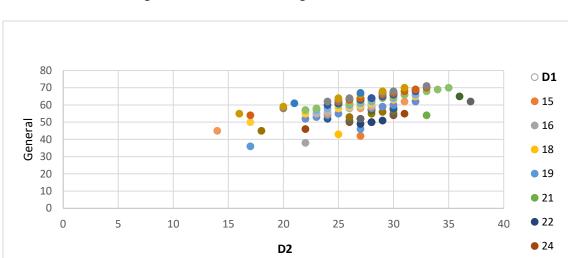


Figure 3. Correlation between general category and dimensions: Practice Knowledge Management and Practices Organizational environment

Source: Own elaboration (2023), based on data from applied instrument Note: D1; Knowledge Management Practice. D2; Internships Organizational environment

In relation to each of the variables worked and general category, it was found that in the case of Knowledge Acquisition and Knowledge Transfer there is a high direct and positive correlation, since their Pearson coefficients show 513\*\* and .548\*\* respectively. On the other hand, for the variables Political-Environmental and Culture-Environmental a direct and positive and moderate correlation is shown, especially since its Pearson coefficient is .352\*\* 316\*\* respectively.

٧2 ٧3 ۷4 D2 ,454\*\* V1:Knowledge acquisition Correlation of 1 ,181\* 0,066 ,698\*\* ,171\* Sig. (bilateral) 0,000 0,031 0,433 0,000 0,042 ,799\*\* 0,029 V2:Knowledge transfer Correlation of ,454\*\* 0,001 -0,024Sig. (bilateral) 0,000 0,992 0,778 0,000 0,732 0,001 V3:P olytic- Environmental Correlation of ,181\* ,399\*\* 0,096 ,696\*\* 1 Sig. (bilateral) 0,992 0,000 0,255 0,000 0,031 V4:Culture-Environmental Correlation of 0,066 -0,024 ,399\*\* 0,049 ,663\*\*

Table 10. Pearson correlations between general category, dimensions, and variables

• • • • • • •	• • • • • • • • •	*******	* * * * *	****	• • • • •	••••	• • • • •	****
		Р						
		Sig. (bilateral)	0,433	0,778	0,000		0,564	0,000
D1:P	Knowledge	Correlation of	,698**	,799**	0,096	0,049	1	0,104
Manageme	nt Tactics	Р						
		Sig. (bilateral)	0,000	0,000	0,255	0,564		0,217
D2:	Environmental-	Correlation of	,171*	0,029	,696**	,663**	0,104	1
organizatio	onal practices	Р						
		Sig. (bilateral)	0,042	0,732	0,000	0,000	0,217	
General:	Knowledge	Correlation of	,548**	,513**	,352**	,316**	,612**	,362**
Management and RSM		Р						
		Sig. (bilateral)	0,000	0,000	0,000	0,000	0,000	0,000

<sup>\*\*.</sup> The correlation is significant at level 0.01 (bilateral).

Source: Own elaboration (2023), based on data from applied instrument

#### **CONCLUSIONS**

It is possible to know about the practices in environmental social responsibility and knowledge management in Bogota organizations: the relationship between environmental and knowledge management actions, as well as the state in which they are facing good practices in relation to these two aspects. On the other hand, the results of the research determined that there is no relationship between environmental practices with those of knowledge management, however, these are positively related to the general category "Knowledge Management and Environmental Social Responsibility".

The review of the literature was fundamental for the design of the instrument, from here it is possible to conceptualize that knowledge management is related to the use of different variables with which the achievement of organizational learning is guaranteed with which they can advance in innovation processes, as well as the concern for the sustainability of the planet to guarantee future generations a planet where the level and quality of life is allowed It requires important changes in the management of resources, both from society in general and from organizations in particular. Thus, practices must be, permanently, based on the knowledge that both contribute to the balance of the planet. Therefore, to contribute to this purpose, companies play an important role through the construction of policies and habits of environmental responsibility, an aspect that the role of these should not only be focused on their economic and financial benefits derived from their commercial exercise, they must also be aimed at guaranteeing actions that favor the community not only with their products or services, also with environmental discipline.

The results obtained allow, through a sample of 142 public and private organizations with small, medium and large companies operating in the city of Bogotá, to know that there is a significant gap in the commitment to the environment, since they are at a high level of environmental practices only in 11%, making it clear that there must be commitments and tasks to be carried out through improvement plans. On the other hand, the practices for knowledge management, especially the acquisition and transfer of this is better ranked if one takes into account that it is at a high level of 70%, however, and taking into account that knowledge management is a key factor in organizational development, there are also challenges in terms of closing the gap of 30% with the middle level.

### **RELATED**

- [1] Arvin, M., Akbari, M., & Moghimnejad, M. (2014). The study of various models of knowledge management. *Arabian Journal of Business and Management Review*, 3(9), 347-358.
- [2] Agudelo, M.A. (2011). Strategic role of the university in the construction of knowledge for the global environment. In A.M. Sánchez & M. C. Corrales (Eds.). Knowledge management and knowledge-based development. Networks and innovation. Mexico: Cengage.
- [3] Baena, G. (2017). Research methodology (3rd ed.). Mexico City, Mexico: Grupo editorial Patria

<sup>\*.</sup> The correlation is significant at level 0.05 (bilateral).

## 

- [4] Baiget, J. (2016). Knowledge management and competitiveness. Barañáin, Spain: EUNSA.
- [5] Barroso, F. & Valencia, R. (2014). Corporate social responsibility and knowledge management. Concepts and applications for sustainable development.
- [6] Chiavenato, I. 2007. Introduction to the General Theory of Management. Mc Graw Hill.
- [7] Choi, B. y Lee, H. (2002) Knowledge management strategy and its link to knowledge creation process. *Expert Systems with Applications*, 23, 173-187.
- [8] Cogollo, J.M., & Ruiz, C. (2019). Sustainable Supply Chain Responsibility Practices: Review and Proposal. *Revista Venezolana de Gerencia*, 24(87), 668-683.
- [9] David, A. & Muñoz, M. (2003). The long road to knowledge management. *Journal of Work and Organizational Psychology*, 19(2), 199-214
- [10]George, D. y Mallery, P. (2003). SPSS for windows step by step: a simple guide and reference 11.0 update (4ª ed.). Boston, EEUU: Allyn & Bacon.
- [11] Goleman, D. (2005). Leadership that gets results. Harvard Business Review Classics, 26-37.
- [12]Guzmán, R. (2020). Legal normative field of CSR (CSR) in the banana sector of Ecuador. In M. Verdezoto, CSR: practices and perspectives of organizational management in the Ecuadorian context (pp. 53-74). Machala: UTMACH Editions. <a href="https://doi.org/10.48190/9789942241405">https://doi.org/10.48190/9789942241405</a>
- [13] Haro, A., Alarcón, F. & Caba, M. (2012). The determinants of the disclosure of information on corporate social responsibility in the financial sector: the Spanish case. *Journal Faculty of Economic Sciences: Research and Reflection*, 20(1), 189-205. http://dx.doi.org/10.18359/rfce.2192
- [14] Hernández, R., Fernández, C., & Baptista, P. (2014). *Research methodology* (6th ed.). Mexico D.F., Mexico: McGraw-GrawHill Interamerica.
- [15]http://www.redalyc.org/pdf/145/Resumenes/Resumen\_14515290002\_1.pdf
- [16]International Organization for Standardization. (2018). ISO 26000 Social responsability. https://geoinnova.org/blog-territorio/medioambiente-iso-26000/
- [17]Lim, M., Tseng, M., Tan, K., & Bui, T. (2017). Knowledge management in sustainable supply chain management: Improving performance through an interpretive structural modeling approach. *Journal of cleaner production*, 162, 806-816. https://doi.org/10.1016/JCLEPRO.2017.06.056
- [18]Loray, R. (2017). Public policies in science, technology and innovation. Regional trends and convergence spaces. *Journal of Social Studies*, (62), 68-80.
- [19]Mendez, S. (2012). Factorial exploration of the organizational climate and culture within the framework of the MVC. Unpublished doctoral dissertation, Universidad de Celaya, Guanajuato Mexico.
- [20] Navarrete, G., Sánchez, A. (2022). Smart organizations and their incipient foray into the tourism sphere. An approach to the state of knowledge. *Telos: Journal of Interdisciplinary Studies in Social Sciences*, 24(1), 100-122. https://doi.org/10.36390/telos241.07
- [21]Ordoñez, E., Barrera, H. and April, J. (2019). The Knowledge Society focused on business intellectual capital. *Digital Publisher CEIT*, 4(6), 74-94.
- [22]Ormaza, J., Ochoa, J., Ramírez, F., & Quevedo, J. (2020). Corporate social responsibility in Ecuador: Approach from the 2030 Agenda. *Journal of Social Sciences, XXVI*(3), 175-193.
- [23] Palacio-Fierro, A., Arévalo-Chávez, P., & Guadalupe-Lanas, J. (2017). Typology of Business Innovation according to Oslo Manual. *CienciAmérica*, 6(1), 97-102.
- [24] Panceri, J. (2021). Sustainability: Economy, development and environment. Editorial Biblos.
- [25]Peralta, M.B., Guzmán, R., & Verdezoto, M. (2022). Social Responsibility in banana companies in Ecuador: economic, social and legal perspectives. *Revista Venezolana de Gerencia*, 27(99), 1095-1114. https://doi.org/10.52080/rvgluz.27.99.15
- [26]Pinto, M. E. (2012). *Organizational development. Tlalnepantla*, State of Mexico, Mexico: Red Tercer Milenio, S.C.
- [27] Proaño, M., Orellana, S. & Martillo, I. (2018). Information systems and their importance in the digital transformation of today's company. *Spaces*, 39(45).

- **`````````** 
  - [28]Rochlin, S. (2005) Bringing corporate responsibility to your company's DNA. *Harvard Review*, 83(8), 31-38.
  - [29]Rojas, I., Rossetti, S., Coronado, M. (2021). Knowledge management and corporate social responsibility in agribusiness Case: Hermosillo, Sonora. *Revista Mexicana de Agronegocios*, 48, 642-655.01409170410784185
  - [30]Roy, V. (2019). Decoding the elemental arcs of superior performance in sustainable supply chains: A knowledge-based view. *Management Decision* 57(9), 2570-2592. https://doi.org/10.1108/MD-03-2017-0269
  - [31]Saldarriaga, J.G. (2013). Social responsibility and knowledge management as human management strategies. *Management Studies*, 29(126), 110-117. https://doi.org/10.1016/S0123-5923(13)70026-3
  - [32]Sánchez, A., Revilla, D., Alayza, M., Sime, L., Mendívil, L., & Tafur, R. (2020). The research methods for the elaboration of the master's thesis in education. File. Pontifical Catholic University of Peru.
  - [33]Santos, B. (2022). Knowledge management and sustainability in supply chain management: literature review. *Telos: Journal of Interdisciplinary Studies in Social Sciences*, 24 (3), 732-748. https://doi.org/10.36390/telos243.17
  - [34]Sarkis, J., González, P. and Adenso, B. 2010. Stakeholder Pressure and the Adoption of Environmental Practices: The Mediating Effect of Training. *Journal of Operations Management* 28(2),163-176. doi:https://doi.org/10.1016/j.jom.2009.10.001.
  - [35]Siade, J.A. (2020). Some of the challenges of business administration in an environment of sustainable development and after covid-19. <a href="https://www.researchgate.net/profile/Jorge-Cadena-">https://www.researchgate.net/profile/Jorge-Cadena-</a>
    - Roa/publication/357757071\_Las\_Ciencias\_Sociales\_y\_el\_coronavirus/links/61de21f1034dda1b9e ef1748/Las-Ciencias-Sociales-y-el-coronavirus.pdf#page=93
  - [36]World Economic Forum. (December 2, 2019). Davos Manifesto 2020: The Universal Purpose of a Company in the Fourth Industrial Revolution Accessed February 12, 2020. <a href="https://www.weforum.org/agenda/2019/12/davos-manifesto-2020-the-universal-purpose-of-acompany-in-the-fourth-industrial-revolution/">https://www.weforum.org/agenda/2019/12/davos-manifesto-2020-the-universal-purpose-of-acompany-in-the-fourth-industrial-revolution/</a>
  - [37]Zárate, R., Bautista, J., & Beltrán, Y. (2021). Stakeholders within the framework of Corporate Social Responsibility: A systematic. *Estudios Gerenciales*, 37(160), 460-471. http://doi.org/10.18046/j. estger.2021.160.3974