Insight into the Process of Negotiating with Stakeholders: An Organizational Learning Context

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ABSTRACT

For the purpose of this study, correlation analysis and regression analysis are used to uncover the relationships among the different elements of the learning organization, which include knowledge acquisition, organizational memory, innovativeness, and responsiveness. The interaction with the stakeholders and the impact of the different elements of the learning organization on the negotiation behavior of the executives are emphasized. Based on the findings of this study, it appears that Portuguese organizations are aware of the importance of the learning organization elements when interacting with their stakeholders. Furthermore, these elements appear to be, for the most part, significantly correlated. Knowledge acquisition and organizational memory appear to be instrumental with regard to the ability of the executives to be responsive and innovative when dealing with stakeholders. Collaborative negotiation behavior is found to be dependent on the elements of the organizational learning, rather than on the characteristics of the executives. Overall, organizational memory appears to be very important toward mobilizing the resources of the internal stakeholders and also toward building trust with the external stakeholders.

Keywords: Organizational Learning, Negotiation, Stakeholders, Open Systems Organizations