MRQ
Management Research Quarterly

EDITORIAL

Exploring Organizational Learning in the Era of Emerging Technologies

Benoît Desmarchelier

[1]Professor of Management, Sorbonne Paris Nord University, Paris, France

Correspondence

Corresponding author Benoît Desmarchelier.
Email: benoit.desmarchelier@univ-paris13.fr

Abstract

This issue of Management Research Quarterly explores the intricate dynamics of organizational learning within management contexts. It emphasizes the impact of employee behaviors, leadership, and technological integration on organizational performance and resilience. The contributions underscore the significance of addressing the root causes of challenges and leveraging transformational leadership to enhance organizational adaptability. Additionally, the issue highlights the evolving role of social media platforms and artificial intelligence in reshaping organizational learning processes. These insights collectively demonstrate the continuing importance of organizational learning, particularly in the face of emerging technologies that offer both opportunities and challenges for modern organizations.

KEYWORDS

Organizational Learning, Employee Behavior, Transformational Leadership, Social Media Platforms, Artificial Intelligence, Technological Integration, Organizational Adaptability

This issue of Management Research Quarterly brings together contributions addressing the topic of learning in a management context. In particular, Baio et al. (2024), Purvis and Zhang (2024), Sabbah (2024) and Sabbah (2024) adopt a multi-level perspective by investigating the consequences of employees' behaviors on the performance of the organization, as well as the mitigating role of the leadership. In this sense, they are all illustrating the view of organizations as complex systems, like it is promoted by March (1991) or Levitt and March (1988).

Baio et al. (2024) offer an original perspective on this general issue by exploring the role of various forms of deviance – i.e. defective behaviors. Such behaviors are particularly harmful for organizational learning, as they hamper the emergence of double loop learning (Argyris 1977) in which individuals address the very source of the problems, instead than adopting superficial solutions. Baio et al. (2024) distinguish 4 types of "employees' deviance": production, property, political, and personal deviance. Through a sample of 315 employees of state-owned enterprises in Sierra Leone, they found in particular that political deviance – defined as "gossiping and blaming others" (p. 7), has no visible effect on the firm's performance. Purvis and Zhang (2024) test the effect of social media platforms, like WeChat, on organizational learning. As such, they

complexify the organizational learning system by adding external technologies. A notable point is that they document the complementarity between ERPs and social media platforms. It is an important topic since it is widely documented that adopting ERPs is particularly difficult and expensive for firms (Davenport 1998). Sabbah (2024) complements the two former papers, as she highlights the benefits of transformational leadership on the resilience of both the organization and its employees.

Learning is also addressed by Wei (2024) but in the form of a reflection on current research practices. Indeed, the author investigates how artificial intelligence is treated by marketing scholars. Thus, we are being offered a snapshot of researchers' learning about a new technology. The literature review identifies two emerging topics: investigations of how artificial intelligence is applied in various industries, and another topic that echoes the one of this paper, as it is about how marketing research addresses this new technology.

All in all, the present issue of Management Research Quarterly demonstrate that organizational learning is still an important topic, in particular due to the emergence of novel and pervasive technologies like social media and artificial intelligence. We are convinced that many future contributions to organizational learning will revolve around these new technologies.

AUTHOR CONTRIBUTIONS

The author contributed to conceptualization, writing, reviewing, editing and addressing reviewer comments.

FINANCIAL DISCLOSURE

None reported.

CONFLICT OF INTEREST

The authors declare no potential conflict of interests.

REFERENCES

Argyris, C. (1977) Double loop learning in organizations. *Harvard Business Review*, 55(5), 115–125.

Baio, M., Amuzu, J. & Sabbah, M. (2024) Dysfunctional follower behavior and organizational performance in state-owned organizations: the moderating role of specific leadership behavior. *Management Research Quarterly*, 1(2), 4–22. doi:10.63029/k7m8sj35.

Davenport, T. (1998) Putting the enterprise into the enterprise system. *Harvard Business Review,,* 121–131.

Levitt, B. & March, J. (1988) Organizational learning. *Annual Review of Sociology*, 14, 319–340.

March, J. (1991) Exploration and exploitation in organizational learning. *Organization Science*, 2(1), 71–87.

Purvis, B. & Zhang, M. (2024) The contribution of social networking platforms to organisational learning in an industrial family business. *Management Research Quarterly*, 1(2), 54–64. doi:10.63029/jbheyc10.

Sabbah, M. (2024) Transformational leadership and business continuity: A systematic review of empirical studies. *Management Research Quarterly*, 1(2), 4–24. doi:10.63029/kyzckn37.

Wei, Y. (2024) Exploring the emerging intellectual structure in ai marketing publications: A text analysis study. *Management Research Quarterly*, 1(2), 24–33. doi:10.63029/sf9va853.

SUPPORTING INFORMATION

Additional supporting information may be found in the online version of the article at the publisher's website.

AUTHOR BIOGRAPHY

Benoît Desmarchelier is a Professor of management at Sorbonne Paris Nord University. Previously, he was Lecturer in Economics at Xi'an Jiaotong-Liverpool University. Benoît's research efforts focus at understanding complex systems dynamics in order to get new insights on the drivers of aggregate economic phenomena. His research interests are into organizational learning, innovation theories and entrepreneurship. Also, he is the editor in chief of the European Review of Service Economics and Management.