

ORGANIZATIONAL CULTURE TRENDS IN THE CONTEXT OF THE ADOPTION OF THE GREEN DIMENSION OF SUSTAINABILITY IN THE ORGANIZATION

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Abstract: *The initiation of organizational change is contingent upon the acceptance of such change by employees and the demonstration of flexibility and resilience by organizations. This entails the ability to swiftly adapt to economic, social, and environmental challenges. The challenges posed by environmental issues have compelled organizations to identify novel practices that will enhance their competitive and economic advantage without causing irreversible damage to environmental factors. The initial phase entailed the transformation of organizations into sustainable entities, subsequently followed by the adoption of an ecological organizational culture. For this transformation to be considered complete, it is necessary for employees to become aware of the need to share ecological values and sustainable professional development.*

The objective of this paper is to identify and analyze the evolution, trends, and research directions regarding organizational culture in the context of the transition to the green dimension of sustainability. To this aim, five objectives were defined and subsequently achieved through the implementation of bibliometric research. The Web of Science (WoS) database was utilized to extract relevant data, enabling the realization of the objectives. The research was conducted in May 2025, with a focus on two themes: The search terms "organizational culture" OR "organisational culture" AND "green" were entered into the database. It is evident that the objectives established for this study were successfully achieved, thereby accomplishing the primary purpose of the paper.

Keywords: green hrm, green innovation, green organizational culture, performance

1. Introduction

Due to societal shifts caused by global warming, climate change, and environmental degradation, organizations must "identify practices that enhance their competitive advantage, economic, and environmental performance" [1]. Moreover, these organizations must explore ways to develop and transform themselves into "sustainable organizations" or "green organizations". An organization is considered "green" if it implements eco-friendly policies, including the introduction of green products, services, processes, and

supply chains, with the objective of reducing environmental hazards [2].

Any organizational change is also felt at the level of organizational culture, which significantly influences the success of an organization. Organizational culture is described as "an explicit product of the choices that a group of people make about accepted behavior as they interact with each other and with key stakeholders outside the organization (e.g., customers, suppliers, and regulators) and try to develop ways of coping with their wider social environment" [3]. Therefore, if an organization is to address

environmental challenges, it is necessary for there to be organizational culture change [4]. A resilient organizational culture "that promotes the green movement and quality improvement practices is associated with favorable sustainability outcomes" [5].

The notion of a "green organizational culture" is a relatively recent area of research, with a definition that is still evolving. However, it has garnered increasing interest in the potential contributions of organizations to sustainable development [6]. According to Chang (2015), "green organizational culture encompasses shared beliefs, values, norms, social norms, symbols, and stereotypes concerning the management of the organizational environment, influencing the anticipated behaviors of individuals" [7].

As environmental awareness among employees has increased, "the concept of Green Human Resource Management (GHRM) has emerged as a response to the challenges organizations face in sustainably managing human resources" [8].

Achieving green organizational goals necessitates the implementation of green innovation, which is recognized as "a critical and burning issue for organizational and environmental performance" [2]. Growing concerns regarding environmental degradation are "rapidly transforming the competitive landscape and forcing firms to adopt green innovation strategies" [9]. Green innovations are understood to encompass "new technologies, products, services, or business models that have a positive impact on the environment and society" [10]. An organization without a culture of green innovation will encounter difficulties in deploying green skills, motivation, and opportunities to employees [11].

2. Research purpose and objectives

The present paper aims to identify and analyze, through bibliometric research, the evolution, trends, and research directions on organizational culture in the context of the

transition towards the green dimension of sustainability.

Objectives:

- Identifying the evolution of scientific output on green organizational culture.
- Identifying and discussing the main concepts and associated themes
- Mapping the temporal evolution of academic interest in the topic
- Exploring conceptual relationships between green organizational culture and other emerging themes relevant to the green transition
- Highlighting emerging trends in green organizational culture.

3. Methodology

The present study employed bibliometric research, a quantitative method of document analysis. In order to achieve the stated objectives, relevant data were retrieved from the Web of Science (WoS) database. This database is widely regarded as the gold standard within this field and is considered to be a reliable source of bibliometric data [12]. The search was conducted in May 2025, at the intersection of two topics:

- Topic 1 – "organizational culture" OR "organisational culture" AND
- Topic 2 – "green".

The English language was the only filter employed. A total of 377 documents were obtained, of which 371 were in English. These constituted the research sample, which was imported and further processed using VOSViewer software. The bibliometric research sample yielded 48 keywords, which constituted the foundation for the subsequent representation of concept maps, concept networks, and temporal maps.

4. Results and discussions

With respect to the orientation of the research sample toward specific SDG issues, the analysis demonstrated that 66% of the identified works responded to SDG 9 "Industry Innovation and Infrastructure", followed by

SDG 12 "Responsible Consumption and Production" (10%) and SDG 13 "Climate Action" (5%), respectively (Figure 1).

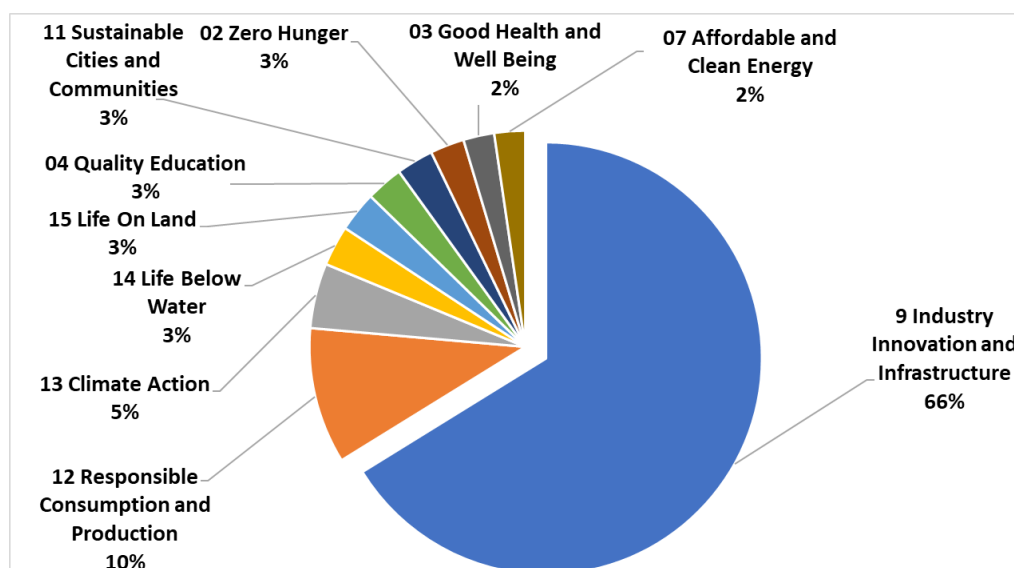


Figure 1: Sustainable development goals (SDG) in the research of green organizational culture
Source: Own computation

The analysis of the extracted documents indicates an evolution of scientific interest and production in the analyzed field, with

the most substantial increase occurring in 2024 (see Figure 2).

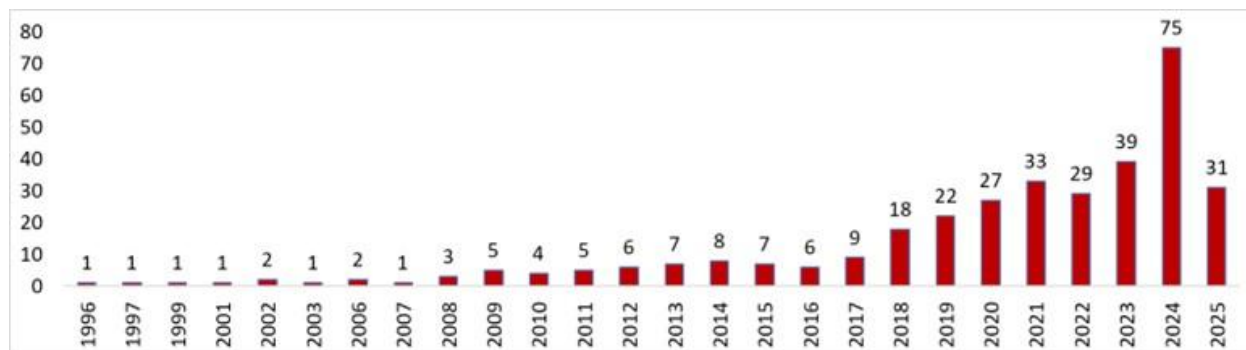


Figure 2: Scientific production – Evolution
Source: Own computation

4.1. Network visualization

The Figure 3 presents the visualization network for the 48 identified keywords, which are distributed across six distinct color clusters (red, green, blue, yellow, magenta, and turquoise). The map illustrates a multi-faceted network comprising interconnected themes, marked

by numerous connections (Links: 562; Total Link Strengths - TL: 923). The prevailing themes within the research sample include "organizational culture", "performance", "sustainability" and "green".

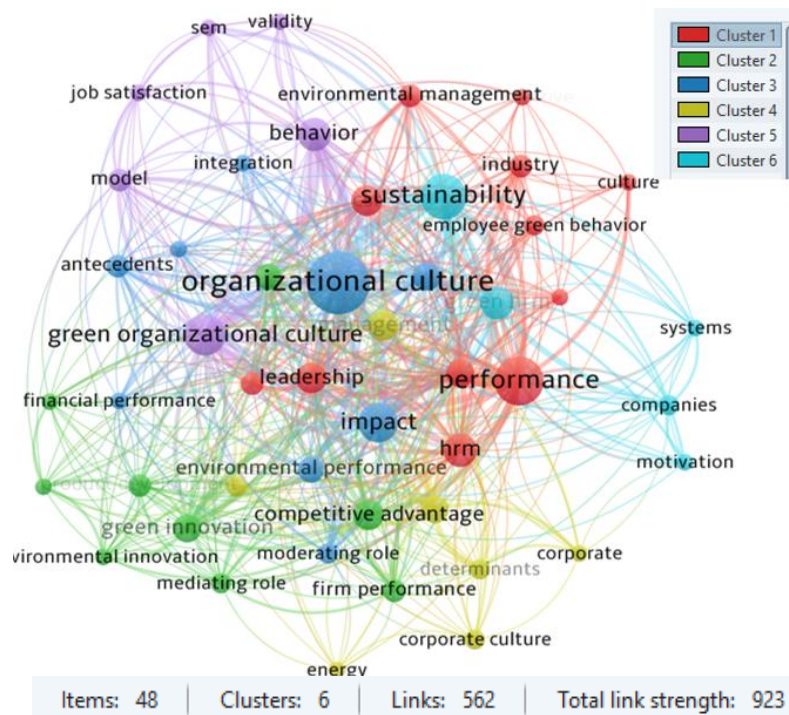


Figure 3: Green organizational culture – Network Visualization
Source: Own computation

4.2. Conceptual evolution

The bibliometric analysis was conducted on the basis of the average publication year (APY), as this indicator provides a relevant insight into the temporal evolution of academic interest in a given topic. This approach enables analysts to identify emergent trends, periods of increased research activity, and the degree to which a given topic is pertinent to the current scholarly landscape. The keyword evolution map is represented in Overlay Visualization on the Spectral scale, ranging from cold colors (magenta, blue, green, and blue) to warm colors (yellow, orange, and red). Analyzing the concepts on the time map shows the transition from the oldest to the newest, grouped by categories (Figure 4).

Stage 1 - initial (2012-2018) - concepts colored from purple, dark blue to green. Specific themes identified are: "culture" (APY: 2012), "environmental management" (APY: 2015), "top management" (APY: 2016.33), "management" (APY: 2016.50), "competitive advantage" (APY: 2017.50). The focus is on the classical pillars of management and organizational culture,

which form the basis for further developments.

Stage 2 (2018-2019) – is represented by concepts marked with light green, yellow and light orange: "motivation" (APY: 2018.33), "performance" (APY: 2018.59), "commitment" (APY: 2018.80), "industry" (APY: 2019.40), "sustainability" (APY: 2019.93).

Stage 3 (2020-2021) - includes concepts marked dark orange to red: "environmental innovation" (APY: 2020.33), "behavior" (APY: 2020.56), "mediating role" (APY: 2021.00), "csr" (APY: 2021.12), "supply chain management" (APY: 2021.17), "product development" (APY: 2021.40), "green innovation" (APY: 2021.57), "leadership" (APY: 2021.62), "eco-innovation" (APY: 2021.67), "environmental performance" (APY: 2021.67), "hospitality industry" (APY: 2021.67), "integration" (APY: 2021.67). Stage 4 (after 2022) - is characterized by emerging themes marked in dark red - "energy" (APY: 2020), "green hrm" (APY: 2022.56), "sem" (APY: 2022.67), "green organizational culture" (APY: 2022.85),

"model" (APY: 2023.20), "job-satisfaction" (APY: 2023), "innovation" (APY: 2023.14), "employee green behavior" (APY: 2024.75).

The evolution of concepts reflects organizations adapting to societal pressures,

environmental regulations, and changing mindsets, thereby shaping a new organizational paradigm – one that is green, responsible, innovative, and people-centered.

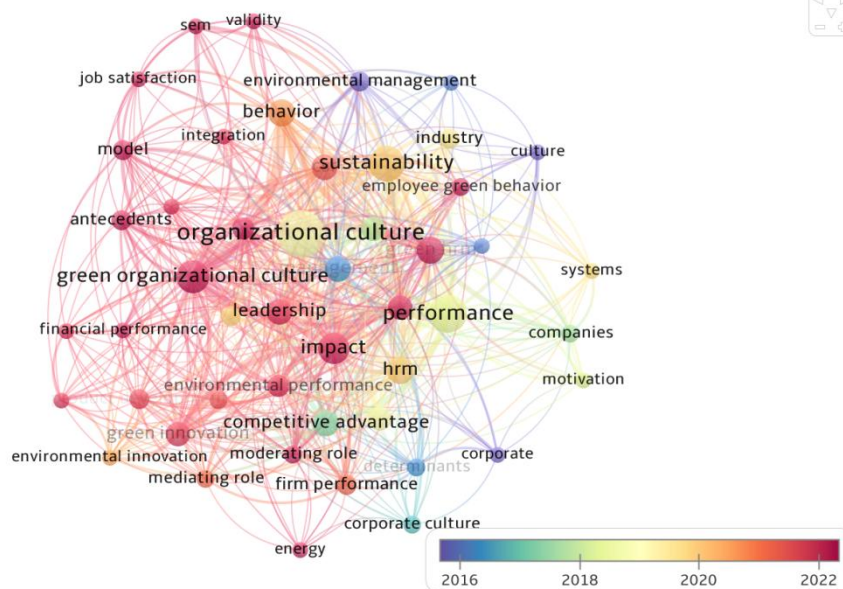


Figure 4: Green organizational culture – Overlay Visualization
Source: Own computation

4.3. Green organizational culture and green HRM

Green organizational culture (APY: 2022.85) represents an emerging theme within the current literature on the transition to a green movement. It has been demonstrated to be

strongly correlated with internal factors, including green human resource management, green innovation, and green employee behavior, as well as external outcomes such as competitive advantage, performance, and firm performance (Figure 5).

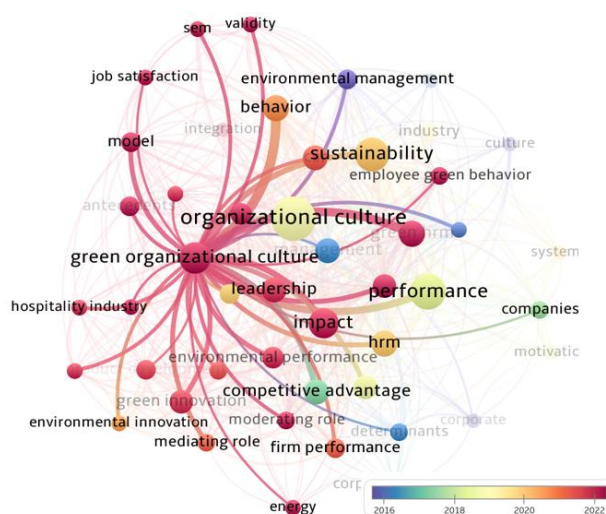


Figure 5: Green organizational culture network
Source: Own computation

The map presented in Figure 6 provides a visualization of the Green Human Resource Management research network ("green hrm"; APY: 2022.56). Keywords such as "organizational culture", "green hrm", "performance", and "sustainability" appear with high frequency and constitute central themes in the research sample analyzed. The presence of robust associations with terms such as "performance", "green innovation", "environmental performance", and "sustainability" indicates a pronounced emphasis on the practical and strategic ramifications of these concepts. The network analysis indicates important transformations aimed at the following:

- the integration of sustainability into human resource management;
- the influence of organizational culture,

in particular green organizational culture, on green organizational behavior;

- the impact on performance and competitive advantage.

Recruiting and selecting employees who share green values, providing sustainability training and professional development, assessing and rewarding the achievement of environmental performance are HRM practices with the potential to promote sustainable values. The most recent concept in the bibliometric maps is green employee behavior (APY: 2024.75). This concept is directly connected to the green HRM practices, which are significant catalysts for the development and reinforcement of green behaviors in employees.

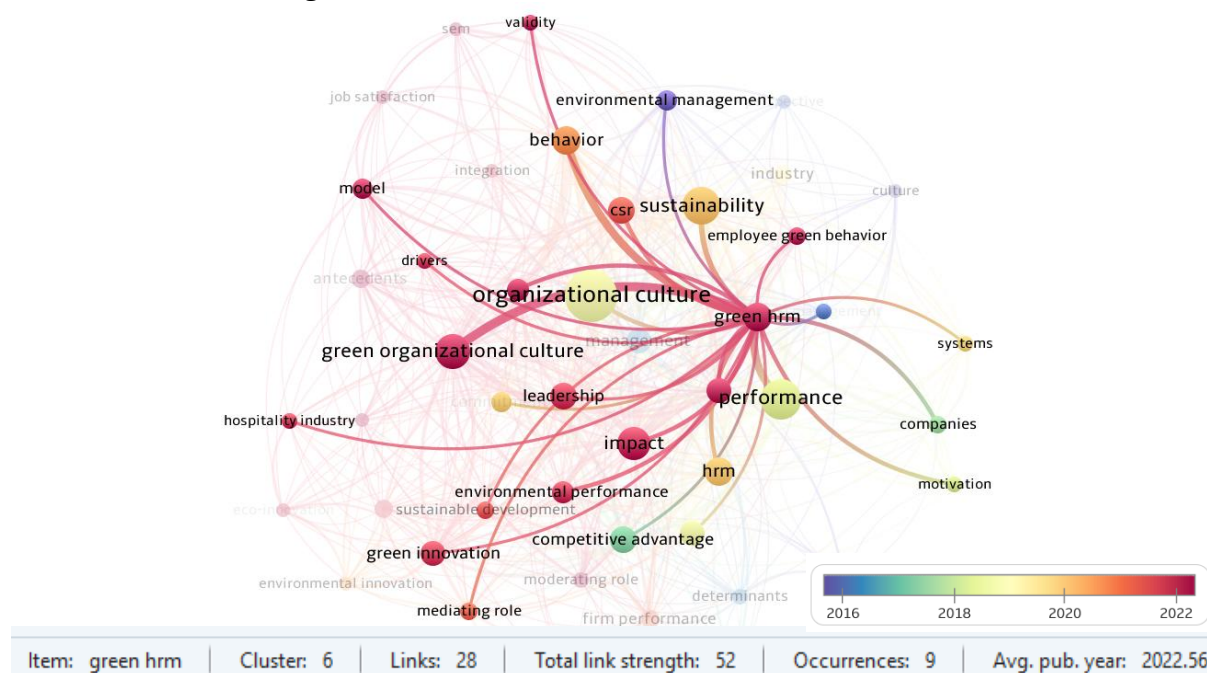


Figure 6 Green HRM Network
Source: Own computation

4.4. Green innovation

A green organizational culture, when combined with green HRM, has been shown to promote innovative behaviors in the environmental field and encourage employee participation in eco-innovation projects. Connection with green organizational culture is observed. This indicates that green innovation is based on

values, expectations, and behaviors that promote respect for the environment, the rational use of resources, and environmental responsibility at all levels of the organizational structure.

The emergence and implementation of green innovation is facilitated by a green organizational culture. Generating and sustaining green innovations in the long

indicates a dimension related to the implementation of innovation in the process of creating sustainable products.

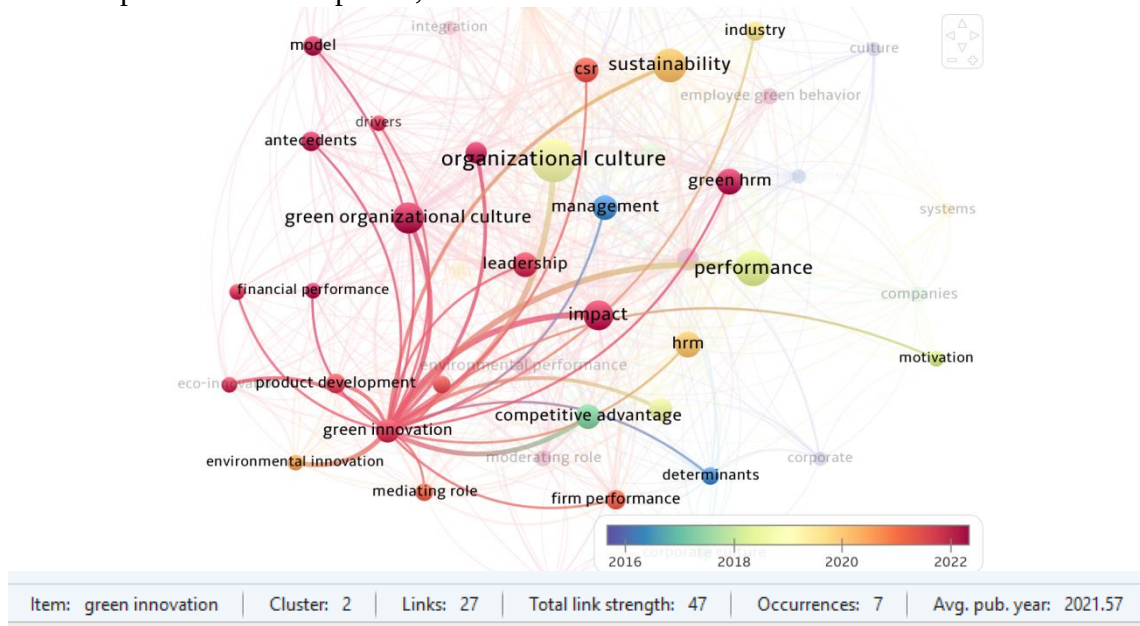


Figure 7: Green Innovation Network on the temporal scale
Source: Own computation

5. Conclusions

The bibliometric analysis revealed a correlation between performance, organizational culture, HRM, and innovation. The maps also identified a close link between the concepts and leadership. In order to confront the challenges inherent in the contemporary business environment, organizations must prioritize investments in innovation capabilities, promote an organizational culture oriented towards sustainability, creativity, and entrepreneurship, and encourage transformational leadership. Simultaneously, the integration of innovation into performance management processes is imperative for the alignment of organizational goals with innovative ones, the monitoring of progress, and the assurance of accountability in achieving innovative results [13].

The role of managers is to promote a green organizational culture within the organization and among its employees, ensuring a seamless transition to this type of organizational culture.

The adoption of a green organizational culture serves as a strategic tool to enhance organizational performance and augment its competitiveness in the market.

Employee environmental behaviors and green organizational culture are "how GHRM practices shape employees' green behaviors for sustainable corporate performance" [14]. GHRM establishes the structural foundation and encourages environmentally conscious behaviors among employees.

Employees who have undergone training and received recognition for their contributions to green initiatives have been shown to be more motivated to contribute to innovation, whether through the development of new green products or the optimization of existing processes.

A correlation has been demonstrated between the degree to which employees are oriented towards the organization's green practices and the sustainability of the

organization, as well as its organizational performance.

Sustainability and increased profitability can be achieved together when organizations "are willing to pay continued attention to environmental issues and to invest strategically in initiatives that are cost-effective and environmentally sound" [5].

Achieving a balance between enhanced organizational performance and environmental protection necessitates the

development of a green innovation strategy by organizations.

Since 2022, the topic of green organizational culture has been examined in scientific works in relation to employee behavior and/or leadership styles practiced in the organization. Consequently, a future research direction is proposed that involves the investigation of the interrelationships among these three concepts and the extent to which they influence each other.

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