



**Carbon Green Organizational Culture And Sustainable
Performance: Evidence From Literature Review**

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Abstract

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Contemporary studies are insufficient to explain the Green organizational culture to produce sustainable performance. Green organizational culture is a big challenge to operate in the entire organization to make them sustainable. The actual significant gap is environmental issues and corporate social responsibility around the globe which many organizations trying to produce the sustainable performance of employees in the organizations and trying to fix through developing Green Cultures. Most importantly how employees exercise green organizational culture practices. Through this study, addresses the potential implications for future generations because the environment of organizations now becoming more challenging due to innovation, and development from conventional to new capacity based. So, the purpose of this study is to first examine the influence of green organizational culture and how performance remains sustainable for employees for entire organizations. In this study, we counter the theoretical suggestions for further studies to understand green culture. Further, this plays a major role in making the entire organization's performance sustainable. These green human resource management dimensions make the entire organization more sustainable. Further, the involvement of environmental awareness makes a valuable change that affects the performance of the organizations.

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Introduction

Sustainable performance is a very important parameter in mega organization around the globe specially in corporate sector world (Clapp, 2018). Continues improvement in technological development which effect the environment, lifestyle, human behavior and all living expects of life around the globe specially in the modern and updated economy where maximum utilization of natural resources in a modern way (Karmoker et al., 2021). Recent studies have demonstrated the

importance of sustainable performance and its potential benefits (Kamble et al., 2020). A Study found that companies that integrated sustainability into their strategy and operations outperformed their peers financially (Jayaraman et al., 2023). Sustainable performance refers to the ability of organizations to achieve economic, social and environmental goals simultaneously while maintaining their long-term viability (Alsayegh et al., 2020).

Some of the key interests connected with sustainable performance for many organizations is productivity (Henao et al., 2019). Organizational sustainable performance is the major problem of today's world (Soewarno et al., 2019). Environmental agencies are pressuring organizations to embrace green practices on a wider scale because of the rapid rise in pollution from industrial practices in natural resources (Fisher, 2018). To develop sustainable performance corporate business world, need to adopt the green initiatives and policies. However, the main issue is that employees practice traditional HRM practices a significant loss of time, a lack of innovation at workplace damage. In results organizations unable to produce productivity which meet sustainable performance goals (Kamble et al., 2020). Organizations must take this issue seriously for many reasons, including productivity loss. In green initiatives organization need to start from the Green human resource management practices to sustainable performance (Malik et al., 2021). Some other positive consequences associated with organizations sustainable performance include green practices (Asadi et al., 2020). Green term first time introduced by McDonagh in 1997. Then later many scholars use Green organizational culture (GOC) instead of traditional organizational culture approach. So today era GOC become very interesting and evolving topic. To establish an ecologically conscious, resource- efficient and socially responsible organization, GOC is defined as a set of policies, practices and systems that encourage employees to operate efficiently (Soewarno et al., 2019).

Internal obligations of organizations consider employee welfare to enhance the quality of their lives. Organizations external obligations include identifying issues related to societal development. Organizations practices and processes like waste reduction, efficient energy consumption as making efforts to preserve natural resources all of which are geared towards reducing the negative effects of organizations operations, make up a organizations environmentally responsible (Lee & Tang, 2018). Therefore, it is essential to create an organizational culture that promotes social, economic and environmental conservation in a way that outcomes in sustainable performance (Abbas et al., 2019).

However, employees in organizations does not know the GOC truly increased or decreased the sustainable performance. Environmental is the major factor of which affects the sustainable performance of organization. This is very difficult to get some real data about the sustainable performance. The purpose of this study is to elaborate the functions of sustainable performance and GOC in organizations. The leading challenge is to balance economic growth and development with sustainable performance.

The energy sector organizations have the tendency to significantly affect the environment. Transparency and governance is another sustainable performance issue in energy sector organizations where prevent corruption and conflicts of interest among employees (Khaled et al., 2021). The major barrier where employees resist to adopt technological innovation advancement at workplace to produce sustainable performance (Kumar et al., 2021) .

There is a general lack of conceptual data about the impact of green organizational culture on sustainable performance in energy sector organizations. This study attempts to statement these questions by conceptually testing the relationship among green organizational culture, and sustainable performance. Additionally, this study will test a unique mechanism underlying why employees are more likely to involve in sustainable performance under the developed of green organizational culture.

The core purpose of this study is to examine the effect of green organizational culture on sustainable performance. The study model is developed grounded on theories, namely NRBV theory, VBN and organizational theory and explain does green organizational culture affect sustainable performance?

Theoretical Contributions

The theoretical contribution of green organizational culture has been extensively discussed in the literature. According to (Sharma, 2020), a strong green organizational culture can increase environmental performance by fostering a sense of shared values and beliefs about sustainability within the organization. Similarly, (Mukherjee & Chandra, 2018) argues that a green organizational culture can lead to increase employee commitment and improved environmental performance. These findings are supported by empirical studies such as this by (Afsar & Badir, 2017). Theoretical contribution of green innovation has also been widely discussed in the literature.

Similarly, individual pro-environmental behavior can shift culture towards sustainability (Kollmuss & Agyeman, 2002). These findings about environment awareness are supported by empirical studies such as those by (Bolderdijk et al., 2013). Theoretical contribution of sustainable performance has also been widely discussed in literature. Sustainable performance involves balancing economic, environmental and social factors to achieve long-term viability and success (Alhaddi, 2015). Similarly, sustainable performance requires a shift towards a broader stakeholder perspective that considers environmental and social impacts (Schaltegger & Wagner, 2011). These findings are supported by empirical studies about organizational management influence the sustainable performance (Crutzen et al., 2017).

Practical & Managerial Contributions

Employees, Managers, Executive and Directors including every individual of any organization must realize the importance of workplace culture. Only leading employees can take the responsibility to adopt Green organizational culture to produce sustainable performance in the entire organizations but there is need to be considering every individual of the organization to participate such behavior to produce sustainable performance. So, without developing Green organizational culture does not produce sustainable performance of any organization. This research aimed to reinforce that many negative impacts may arise due to ignoring organizational culture. The organizations usually face lack of organizational commitment, loss of morale, increased health problems of workplace employees, job tension, mental fatigue altogether may affect performance without developing the green organization culture. The research outcomes confirmed that green organizational culture and sustainable performance are positively correlated through realization and adoption of green innovation and individual green value. This study's findings will benefit organizations. Therefore, the outcomes of this

study not only highlight the effectiveness of organizational culture. This study also contributes to employees by adding value to the body of knowledge among the organizations to prove that their individual green values play a significant role in producing sustainable performance.

Literature review

Green Organizational Culture

A Green organizational culture (GOC) is a set of symbols, values, and presumptions that an organization adopts in order to fulfil its obligations to the environment (Harris & Crane, 2002). Additionally, it is described as the management and protection of the environment within a culture of sustainability that shapes the attitudes and actions of the entire workforce of an organization (Székely & Knirsch, 2005). Green consciousness, the Triple Bottom Line (TBL), and generally speaking, corporate social responsibility are all terms that GOC has also been referred (Sharma et al., 2021). Smartly execution of organizational process to result more environmentally friendly which increases renewable and non-renewable usage efficiency of resources, conducts programs in sustainable way is called greening. The combination of GOC and sustainability defined as shared assumptions and beliefs are held by organizational staff which balancing environmental accountability, economic efficiency and social equity (Zientara & Zamojska, 2018).

Consequences of Green Organizational Culture

Researchers have identified the worth of a green organizational culture. There are currently just a few published studies on green organizational culture, despite it being a reasonably important research topic in producing sustainable performance. The results of earlier studies have demonstrated that green organizational culture may have an impact on how organizations see the environment and that employees and stakeholders play a crucial role in this process (Roscoe et al., 2019). Organizations not only consider the financial worth of business but also organizations need to work in protecting the environment.

A green organizational culture may prove to be a useful tool in helping organizations translate their environmentally goals to produce sustainable performance (Hysing & Olsson, 2017). Without a green organizational culture organizations might only have little number of resources to devote to their environmental contribution. Employees are the primary agents who can contribute towards environmental performance improvements. So the organizational culture always need to get focused by top management (A. J. Khan et al., 2021).

The process of changing an organizations operations and procedures to be more environmentally friendly is known as "Green" (Francis et al., 2007). This entails increasing the efficiency with which renewable and non-renewable resources are used, reducing pollution, and carrying out activities in a sustainable manner. A green organizational culture in which organizational members share common ideas and attitudes regarding the significance of striking a balance between environmental responsibility, economic efficiency and social equity accepting all difficult challenges. In order to remain efficient for longer period organizations need to adopt green values to maintain competitive advantage (Imran & Jingzu, 2022). Green Culture is not much easier to develop. Nevertheless, scholars argue that to meet environmental challenges need to develop green culture at organizational level (Aggarwal & Agarwala, 2021).

Organizations without green organizational culture having limited capital cannot invest in green strategies ultimately cannot contribute to environmental regulations. There are seven dimension to approach green organizational culture to develop at functionalize workplace including sense of community, leadership, strategic orientation, communication, team collaboration, team structure, informal relationships (Tahir & Javed, 2022). By practicing green organizational culture organizations adopted technologies which reduces the harmful effects of natural environment (Pan et al., 2022). Green organization culture provides the opportunity to all employees to sharing the green values which leading to green management and environmental sustainability (Khammadee & Ninaron, 2022). To develop long-term sustainability organization, need to develop green organizational culture through employees become aware their role in the organization (Karunarathne, 2021).

The impact of a green organisational culture is expensive to any organization, whether it happens regularly or infrequently. Financial costs are associated with green values because they may lead to high levels of dedication and job performance from employees. The execution of green organizational culture having importance to produce sustainable performance. Green organizational culture is characterized as framework which included the values, thoughts, practices which shared by every individual in the organization who execute properly. There is effective implementation of green policies to build green organizational culture. But in absence of green organizational culture results to damage the organizational objective ultimately the growth would be unproductive (Roespinoedji et al., 2019).

Sustainable Performance

Sustainable performance suggests the capacity of an organization or individual to consistently achieve their goals and objectives over an extended period, while minimizing the negative impact on the environment, society, and economy. In other words, sustainable performance requires balancing economic, social, and environmental considerations in decision-making practices (Blokland & Reniers, 2021).

One of the most well-known frameworks for sustainable performance is the Triple Bottom Line (TBL). The TBL framework focuses on three main areas of sustainability: economic, social, and environmental. Financial performance, such as profit, revenue growth and return on investment is referred to as the economic dimension. The social dimension covers elements like ethical behavior, community involvement and employee satisfaction. Consideration for the environmental dimension include waste reduction, greenhouse gas emissions and energy efficiency (Khan et al., 2021).

The impact of organizational culture on sustainable performance can be significant (Harris & Crane, 2002). Sustainable performance refers to an organization's ability to operate in a manner that is environmentally and socially responsible, while also meeting its financial goals (Székely & Knirsch, 2005). An organization that fosters a green culture is more likely to be environmentally aware and take action to lessen its influence on the environment. This may entail reducing energy consumption, reducing waste, increasing the use of sustainable practices (Raza & Khan, 2022). Also an organization that is known for its green culture is likely to have a better reputation among employees (Sharma et al., 2021). This can lead to increased customer loyalty, improved employee morale, and increased investment in the organization (Margaretha & Saragih, 2013).

Sustainable Performance

Moreover, green organizational culture can improve sustainable performance by increasing employee commitment and commitment to sustainability. Research has shown that when employees perceive their organization as being environmentally responsible, they are more likely to engage in sustainable behaviors and contribute to the achievement of sustainability goals. Additionally, employees who sense valued and sustained by their organization are more likely to remain loyal, reducing staff turnover and increasing the continuity of sustainable practices within the organization (Woo & Kang, 2021). A green organizational culture can have a significant positive impact on sustainable performance by promoting environmentally responsible practices, increasing employee engagement and commitment to sustainable performance within organization (Adel,2021). Sustainable performance involves integrating sustainability into all aspects of an organization's operations, including its strategy, procedures, and systems. This approach is becoming increasingly popular as businesses, organizations, and individuals recognize the importance of balancing economic growth with environmental and social responsibility (Habib, Ismaila,2008).

A review of the literature on sustainable performance reveals several key themes and insights. First, sustainable performance is closely linked to environmental sustainability, which involves reducing the negative impacts of human activities on the environment and promoting the preservation of natural resources. Organizations that prioritize environmental sustainability can reduce their carbon footprint, promote renewable energy, and reduce waste and pollution. Research has shown that companies that prioritize sustainability can achieve cost savings, improve their financial performance, and achieve long-term growth (Abdeen,2008).

Second, sustainable performance is seen as an essential component of corporate social responsibility (CSR), which involves the integration of environmental, social, and economical concerns into business operations. Organizations that prioritize CSR and sustainable performance are more likely to be perceived as ethical and trustworthy by stakeholders, including employees, and workplace place environment (Rupert, 2014).

Third, organizations that prioritize social sustainability can improve employee engagement and retention, build stronger relationships with communities, and promote sustainable development (Martin, Benson, 2017). Fourth, sustainable performance requires a holistic approach to business that incorporates sustainability into all aspects of an organization's operations. This includes developing sustainability strategies, integrating sustainability into business processes and systems, and measuring and reporting on sustainability performance (Shad et al., 2019).

Overall, sustainable performance is an approach to conducting business that emphasizes the importance of balancing economic growth with environmental and social responsibility. This method is becoming increasingly important as businesses, organizations, and individuals recognize the need to account for global challenges such as climate change, social inequality, and resource depletion. By incorporating sustainability into all aspects of their operations, organizations can achieve long-term viability, environmental responsibility, social responsibility, and economic benefits (Katarzyna, Katarzyna, Paula, 2019).

Similarly, a report by the McKinsey Global Institute found that companies that incorporate sustainability into their business models can unlock new market opportunities and achieve sustainable growth (Rauter et al., 2017). In summary, sustainable performance is important for promoting long-term viability, environmental responsibility, social responsibility, and economic benefits. These benefits are supported by a growing body of research and evidence, demonstrating the value of sustainability for businesses, organizations, and individuals (Zhang & Berhe, 2022).

Natural resource-based view theory (NRBV)

The Natural Resource-Based View of the organizations focuses that a competitive edge comes from its special and valued resources. These resources in the context of energy sector include natural resources including renewable energy sources, in addition to financial and human capital (Mukuusi, 2019). According to NRBV, not all energy sector organizations have the same level of access to environmental resources. It is compulsory in creating a green organizational culture to identify and capitalize on organizations special environmental strengths (Aggarwal & Agarwala, 2023).

A green organizational culture should be consistent with the energy sector organization's core strength and business strategy (Wang, 2019). The NRBV emphasis how crucial it is to make sure that sustainable practices support the organizations overall strategic objectives (McDougall et al., 2019). This study can influence how adopting sustainable performance can support energy sector organizations a special source of competitive advantage. Organizations should embrace and promote responsible behaviors like energy efficiency, emissions reduction and waste minimization in order to support green organizational culture (Al-Swidi et al., 2021). The NRBV focuses on the need of innovation in more sustainably managing and using natural resources. It is crucial to manage environmental resources with long term sustainable performance. Energy sector organizations must take serious actions to resources renewables. To create innovative technologies and procedures that lesson their environmental effect and increase resource efficiency, energy sector organizations need to invest in research and development (McDougall et al., 2022).

The Natural Resource-Based View (NRBV) is explaining the theoretical framework that can be used to justify sustainable performance (Bromiley & Rau, 2016). The NRBV suggests that a firm's resources and capabilities are the key drivers of its sustainable competitive advantage (Kabue & Kilika, 2016). In the context of sustainable performance, an organizations ability to manage its resources and capabilities in a sustainable manner can create a competitive advantage that leads to long-term success (Aidara et al., 2021).

Value Belief Norm Theory (VBN)

The value belief norm theory (VBN) explains how social norms, personal values, and beliefs affect behavior. Examining the idea of a "green organizational culture," which denotes a company's dedication to environmental sustainability and methods that minimize economic effect, in particular, makes it especially pertinent (Shang et al., 2023). The theory helps to understand why employees within an organization may engage in pro environmental behavior and support green initiatives (Batool et al., 2023). We can explain individual factors of this theory lens how it relates to

individual values; belief norm develops green organizational culture to produce sustainable performance. Values represent the guiding principles and ideals that individual priorities in their lives. They serve as the foundation for attitudes and behavior. Employees that adhere to environmental ideals like sustainability and conservation are additionally likely to perform in an environmentally friendly approach in an organization with a green organizational culture. The concept of a green organizational culture combines shared values and expectations among employees with environmental awareness to generate sustainable performance (Khan & Terason, 2022). Beliefs are influenced by values and shape the attitude and perception of employees. At organizational level, employees develop beliefs of sustainability who hold environmental values. Managers of organizations focusing in developing the belief in employees to help in adopting green organizational culture (Isensee et al., 2023). Norms refer to social expectation that guide behaviour within an organization. In a green organizational culture norm should include the shared expectations for environmentally responsible behaviour. The values and beliefs of employees within the organisations might have an impact on these norms. The norms have significant influence on employees within the organization. Norms enhances the employee's individual self-esteem, behaviours and create sense of responsibility which lead towards sustainable performance (Ciocirlan et al., 2020).

In the lens of VBN theory, these beliefs directs employees to support and engage in eco-friendly initiatives and practices. Sustainable performance referred by these beliefs with workplace goals and practices (Mehrajunnisa et al., 2023). VBN theory suggests that employees are more likely with their values and beliefs. Sustainable performance is enhanced when employees adopt pro-environmental norms, interconnect their work routines and contributing to long-term environmentally responsible behaviour (Al-Ali, 2021). In energy sector organizations, sustainable performance is influenced by organizational culture, which can be shaped by green values among employees. These values attract like-minded employees and contribute to a culture of environmental consciousness, further helping in producing sustainable performance (Benkarim & Imbeau, 2021).

Sustainable performance of employees in the energy sector in connected to their values, beliefs and norms in the value belief norm (VBN) theory (Habib et al., 2010). Organizations influence these values and beliefs to initiate pro-environmental norms, encourage sustainable practices and create the culture of sustainability. This in turn contribute to the organisations commitment to develop the culture which producing sustainable performance (Syed et al., 2020).

Organization theory

The theory of organizational culture is particularly relevant in understanding how shared values and beliefs shape an organization's sustainable performance (Zgrzywa-Ziemak & Walecka-Jankowska, 2021). An organization's shared values, beliefs, and practices that place a high priority on sustainable performance are referred to as having a green organizational culture. A strong organizational culture tends to adopt more innovative culture to produce sustainable performance (Chu et al., 2019). The term "green innovation" describes research and technological advancements that improve the sustainability of an entire organization. It is necessary to develop the green innovation practices in the organization culture to get sustainable performance as results (Moslehpour et al., 2022). The ability of an organisation to accomplish long-term economic, social, and environmental goals is referred to as sustainable performance. Organisational theory lens offers understanding of the elements, such as organisational structure, strategy, and

stakeholder management, that contribute to sustainable performance. According to a perspective on green organisational culture, businesses that foster green innovation are more likely to achieve sustainable performance (Awwad Al-Shammari et al., 2022).

Green organisational culture recommends structural adoption within the organization. This refers productive changes in the organisation structure, roles and responsibilities to support sustainable performance (Fok et al., 2022). Creating a dedicated sustainable department within the energy organisation can promote a culture of environmental responsibility. Organisational theory refers how resources are allocated within an organisation. In a green culture, resources are directed towards sustainable performance (Hobfoll et al., 2018). This included investments in renewable energy technologies, energy efficient procedures. Employees in energy sector organisations can be evaluated not only traditional performance metrics but also on their contribution towards sustainable performance goals. Incentives and rewards can be designed to recognize their individual green values (Renwick et al., 2013).

Sustainable performance in energy sector organizations, when studied through the lens of organizational theory, refers to ability of these organizations which achieve sustainable performance including environmental, social, and economic (Zgrzywa-Ziemak & Walecka-Jankowska, 2021). Organizational theory provides tools and techniques which aligned with sustainable performance. Organizational theory lens shaping the culture which helping in producing sustainable performance. Employees who embrace a clear vision for environmental responsibility can influence the organizations commitment to produce sustainable performance (Sila, 2007).

Implication to Sustainable Performance

Implementing sustainable practices can often result in cost savings for organizations. For example, reducing energy consumption can lead to lower utility bills, while reducing waste can lead to lower disposal costs (Eltayeb et al., 2011). Research has shown that a green organizational culture can positively influence sustainable performance by promoting environmentally responsible practices and behaviors. For instance, studies have found that organizations that promote a green organizational culture have reduced their carbon footprint and energy consumption, resulting in significant cost savings and increased profitability (Shah et al., 2021).

Sustainable performance refers to the ability of an individual, organization, or system to maintain high levels of productivity, effectiveness, and efficiency over a long period of time, without negotiating the resources or wellness of future generations (Zgrzywa-Ziemak & Walecka-Jankowska, 2021). Sustainable performance is crucial for ensuring the long-term viability of organizations. Research has shown that companies that prioritize sustainability are more likely to be successful over the long-term than those that do not focus on sustainable performance (Zheng et al., 2021). Sustainable performance is important for protecting the environment and mitigating the impacts of environment transformation. Sustainable performance can help to achieve this goal by reducing carbon emissions, improving energy efficiency, and promoting renewable energy sources (Gardazi et al., 2020).

Sustainable performance is also important for promoting social responsibility and ethical business practices. By treating employees fairly, promoting diversity and inclusion companies can build a positive reputation and maintain the support of their stakeholders. A report by the Business and Sustainable Development Commission found that sustainable business models can create new opportunities for growth and employment (Ghosh & Rajan, 2019). A study by the Carbon Trust found that companies that prioritize sustainability can achieve cost savings of up to 30% through improved energy efficiency and reduced waste (Tanaka, 2011).

Conclusion

A green organizational culture indicates to an organization's shared beliefs, values, and norms that prioritize environmental sustainability. Sustainable performance of the organization is crucial that makes trade-offs among social, economic, and environmental performance. Indeed, the organization's sustainable performance is highly dependent upon its culture. Green organizational culture works as a catalyst in building sustainable performance. Green organizational culture generates motivations for employees to produce sustainable performance.

According to this study, green organizational culture is positively impacted sustainable performance. This is because the organization can create suitable work standards, mission, vision, and guidelines for its employees because it has established a culture of values that is connected to environmentally friendly business operations. The employees can work and manage the system effectively and achieve sustainable performance, which includes lowering costs, improving the organization's image, reducing pollution, reducing accidents and risks, and fostering cooperation and satisfaction among employees, clients, communities, suppliers, and governmental organizations. In order to achieve sustainable performance, the organizations should also enhance and implement green organizational culture.

However, there can be few points further added to future research. First and foremost, additional factors like digital or technology that may be used to enhance green practices should be taken into account in the next study. The next study should finally compare various organizational sizes in order to provide a comparison that helps to identify suitable measures to improve sustainable performance.

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