

Restructuring for Sustainability: How Organizational Culture Drives Green Strategic Initiatives

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Abstract

Organizational restructuring for sustainability is increasingly recognized as a strategic imperative rather than a compliance-driven adjustment. This study employs a Systematic Literature Review (SLR) using the PRISMA framework to analyze peer-reviewed research from Scopus, Web of Science, and ScienceDirect, focusing on publications between 2015 and 2025. The findings emphasize that organizational culture acts as a catalyst in sustainability transitions, influencing leadership effectiveness, employee engagement, and the adaptability of structural changes. Companies that integrate environmental values into their corporate culture demonstrate higher success rates in implementing green strategies, while cultural resistance often impedes restructuring efforts. Leadership plays a crucial role in shaping sustainable practices by fostering ecological responsibility and guiding transformation processes. The study underscores the importance of aligning cultural frameworks with structural adaptations to ensure long-term sustainability success. Future research should focus on empirical validation, particularly in assessing the role of mid-level leadership in executing sustainability strategies.

Keywords: Sustainability, Organizational Restructuring, Leadership, Green Strategy, Corporate Culture, ESG.

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1. Introduction

Sustainability has emerged as a central focus in contemporary organizational strategy, influencing corporate governance, operational models, and stakeholder engagement frameworks. Climate change mitigation policies, heightened investor expectations regarding Environmental, Social, and Governance (ESG) performance, and regulatory shifts have prompted businesses to adopt sustainability-driven restructuring [1]. The Paris Climate Agreement and the widespread adoption of ESG standards have solidified sustainability as a critical determinant in strategic decision-making [2].

However, restructuring for sustainability transcends compliance and operational efficiency; it is deeply rooted in organizational culture. An organization's shared beliefs, leadership ethos, and employee engagement dynamics shape whether sustainability initiatives succeed or face resistance [3]. Research has shown that structural adaptations such as governance realignments, digitized reporting mechanisms, and green innovation policies must align with an organization's cultural framework to ensure long-term viability [4]. Without cultural integration, restructuring efforts often encounter obstacles ranging from employee disengagement to failure in policy implementation [5].

Studies emphasize that organizational culture can act as both a catalyst and a barrier in sustainability transitions. Schein's cultural model [5] and Hofstede's cultural dimensions [6] illustrate how deeply embedded organizational values dictate responses to change. Research indicates that progressive corporate cultures

those emphasizing adaptability, collaboration, and ecological responsibility tend to achieve sustainability goals more efficiently [7]. Zhou and Lan [8] underscore that gender-diverse leadership enhances resilience in sustainability oriented restructuring, while Atakan [3] highlights that embedding Green Human Resource Management (GHRM) strengthens employee alignment with environmental objectives.

Conversely, cultural rigidity often obstructs restructuring efforts. Institutions operating in postcolonial contexts encounter unique challenges, as entrenched cultural frameworks resist externally imposed sustainability mandates [9]. Moreover, a lack of leadership alignment with sustainability values contributes to failed restructuring attempts [10]. These studies reaffirm that sustainability cannot be approached solely through technical reforms it must be deeply integrated into corporate culture.

Despite the expanding discourse on sustainability and organizational restructuring, there is limited research on the explicit mechanisms through which culture drives or obstructs sustainable transformations. Current literature predominantly focuses on governance policies, financial incentives, and technological adaptations, often overlooking how cultural dynamics shape restructuring trajectories [1] [2]. This study seeks to bridge that gap by evaluating how organizational culture affects the successful implementation of green strategic initiatives [3].

This research aims to examine the role of organizational culture in supporting or resisting sustainability-driven restructuring, identify cultural traits that best align with green strategic initiatives, and

develop a conceptual framework linking culture, restructuring, and long-term sustainability outcomes. By addressing these research questions, this study contributes to existing scholarship on sustainability governance and provides actionable insights for organizations seeking to embed sustainability within their strategic models.

Organizational restructuring supports sustainability through hierarchical, team-based, and agile models. Hierarchical restructuring ensures clarity in command but may limit adaptability in dynamic environments [11]. Team-based restructuring fosters collaboration and leadership distribution, benefiting sustainability integration [12]. Agile restructuring prioritizes flexibility and rapid responses, facilitating decentralized decision-making crucial for sustainable product development [13]. Agile models evolve from hierarchical systems, requiring cultural shifts toward openness and empowerment [14].

Sustainability-driven restructuring is influenced by digital transformation, environmental regulations, market competition, and stakeholder expectations [1]. Organizations proactively adapt their internal frameworks for resilience and innovation. Emerging markets benefit from organizational agility, aligning sustainability with competitive advantage [15]. Structural strategies that promote systemic engagement, particularly in healthcare and education, strengthen community alignment and improve sustainability outcomes [16]. Sustainability is no longer a reactive adjustment but a guiding principle, shaping digitalization, stakeholder-centered strategies, and resilient organizational models for long-term ecological responsibility.

Schein's model conceptualizes culture through three layers: artifacts, espoused values, and underlying assumptions, which determine how sustainability is adopted within organizations [17]. Hofstede's dimensions power distance, individualism vs. collectivism, uncertainty avoidance, and long-term orientation offer insights into cultural variations influencing sustainable practices [18]. High uncertainty avoidance may hinder green strategy adaptation, while a long-term orientation tends to foster sustainability commitments [19]. Integrating these cultural models strengthens leadership, structural alignment, and sustainability-focused innovation.

Organizational culture shapes whether sustainability transitions succeed or fail. A culture that prioritizes innovation, transparency, and social responsibility enhances green strategy adoption [20]. Conversely, hierarchical rigidity and resistance to new values obstruct progress [21]. Cultural barriers in sectors like healthcare and fashion slow implementation, even when structural changes are in place [22]. A broader interdisciplinary perspective underscores that cultural transformation is essential for unlocking sustainability potential across industries [23].

Environmental, Social, and Governance (ESG), green innovation, and the Triple Bottom Line (TBL) serve as foundational frameworks for integrating sustainability into business strategy. ESG promotes transparency and accountability, guiding corporate investment decisions and regulatory compliance [24]. TBL extends traditional financial metrics by incorporating social and environmental dimensions, ensuring organizations balance profitability with societal and ecological responsibility [25]. Green innovation, meanwhile, enhances operational efficiency while reducing environmental harm through technological advancements and sustainable business practices [26]. Wendt [27] underscores how ESG and TBL shape European policymaking, reinforcing sustainability as a strategic imperative rather than a compliance obligation.

The integration of ESG, green innovation, and TBL is complex and varies across industries and regulatory environments. While these frameworks are designed to complement each other, misalignments between implementation priorities and stakeholder incentives can create obstacles [28]. Organizational structures that prioritize short-term gains over sustainability commitments often struggle with effective ESG adoption [29]. Barghini et al. [30] highlight tensions in human resource management (HRM), where ESG-driven policies at the strategic level may not translate into operational practices.

Cultural and regulatory inconsistencies further challenge ESG implementation, as business models adapted for sustainability sometimes encounter friction due to conflicting priorities [31]. In the European context, Wendt [27] affirms that regulatory-driven ESG aligns well with TBL when institutional support is strong, although economic pressures can undermine long-term innovation goals. These findings suggest that ESG and sustainability strategies require organizational alignment, leadership buy-in, and transparent governance to ensure meaningful, long-term impact.

2. Research Method

This study employs a Systematic Literature Review (SLR) methodology, following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure a rigorous and transparent research process. The SLR approach enables a structured examination of existing scholarship, allowing for a comprehensive synthesis of literature on organizational culture and its influence on sustainability-driven restructuring. By utilizing PRISMA protocols, the study enhances reproducibility, ensuring that the selected sources are methodologically sound and aligned with the research objectives [1].

To ensure the inclusion of high-quality peer-reviewed articles, data was sourced from Scopus, Web of Science, and Science Direct, which are widely recognized for hosting reputable academic publications. The search strategy employed a combination of keywords such as organizational

culture, sustainability, restructuring, green strategy, and corporate ESG, using Boolean operators (and, or) to refine the queries and maximize relevant results [2]. The selection process prioritized empirical and theoretical contributions that directly address the intersection of corporate culture and sustainability transitions.

A rigorous filtering process was applied using predefined inclusion and exclusion criteria. Articles published between 2015 and 2025 were selected to maintain relevance and reflect contemporary trends in sustainability-focused restructuring. Studies written in English and published in peer-reviewed journals were considered, ensuring the credibility and applicability of findings. Conversely, research lacking theoretical or empirical relevance, non-peer-reviewed conference papers, and articles focusing solely on financial restructuring without sustainability considerations were excluded from the review [3].

Thematic analysis was employed to systematically code and categorize findings, enabling the identification of recurring patterns across selected literature. Major themes emerging from this review include the role of culture in sustainability transitions, leadership influence on green innovation, cultural resistance as a barrier to restructuring, and cross-sectoral comparisons in environmental strategies. These thematic clusters provide insights into the dynamic interactions between organizational culture and structural adjustments, offering a conceptual foundation for future research and practical applications [7].

To ensure methodological rigor and minimize biases, inter-rater reliability checks were conducted among multiple reviewers. This validation process enhanced consistency in thematic categorization and reinforced the credibility of the findings. Additionally, Prisma flow diagrams were used to illustrate the article selection and exclusion process, providing transparency in research synthesis [8].

3. Results and Discussion

Organizational culture significantly influences the success of sustainability initiatives, shaping environmental responsibility and social engagement within institutions. Research highlights that digital transformation and sustainability efforts thrive in organizations with adaptive cultures that prioritize innovation and ecological awareness [32]. The integration of Green Human Resource Management (GHRM) within corporate culture enhances employee commitment to sustainability, embedding environmentally responsible behavior into organizational practices [3]. Further studies affirm the importance of embedding sustainability principles into both local and institutional cultural frameworks, ensuring alignment between restructuring strategies and long-term environmental goals [2]. Additionally, cultural flexibility fosters organizational resilience, enabling firms to adapt their strategies in response to

shifting sustainability imperatives [33]. Collectively, these studies confirm that cultural integration is not supplementary but foundational to sustainability transitions.

Achieving sustainability requires structural adaptation beyond superficial policy implementation, necessitating the decentralization of decision-making, role redefinition, and workflow restructuring to support green strategies [32]. Modifications within HR frameworks, including recruitment and reward systems, cultivate a workforce aligned with sustainable goals [3]. Structural adjustments within spatial planning have also been identified as effective mechanisms for ensuring long-term sustainability, reinforcing the necessity of integrating environmental considerations within institutional frameworks [2]. Organizations benefit from flexible structural models, allowing them to maintain strategic coherence while dynamically adapting to evolving sustainability demands [33]. These findings underscore the importance of organizational agility in operationalizing environmental objectives effectively.

Cultural resistance presents a persistent challenge to the successful implementation of sustainability-driven restructuring efforts. Employee skepticism and opposition often emerge when digital and green transformation initiatives lack cultural alignment and strategic integration [32]. Discrepancies between sustainability frameworks and preexisting corporate cultures foster uncertainty and passive resistance, limiting the effectiveness of green HRM [3]. Additionally, failing to incorporate local cultural considerations into spatial restructuring efforts results in inefficiencies and resistance among affected communities [2]. Even well-designed sustainability strategies risk failure when they do not account for deeply embedded organizational norms, emphasizing the need for early cultural integration in restructuring processes [33].

Leadership serves as a fundamental driver in shaping green organizational culture, ensuring the successful embedding of sustainability principles within corporate structures. Effective leaders establish environmental priorities, model sustainable behaviors, and mobilize cultural change to foster eco-conscious corporate environments [32]. Green-oriented leadership significantly influences HR practices, ensuring sustainability is integrated into recruitment, training, and performance evaluation [3]. At the community level, visionary leadership facilitates participatory sustainability programs, reinforcing the importance of adaptability and stakeholder engagement [2]. Additionally, strategic leadership flexibility enables organizations to align green restructuring efforts with evolving environmental and economic conditions, solidifying leadership's role as a key architect of sustainability [33].

The conceptual framework illustrating the interplay between organizational culture and structural change is crucial for understanding how institutions effectively

pursue green transformation. This model positions culture as a catalyst rather than a secondary outcome of sustainability initiatives [32]. Research highlights that cultural readiness and leadership-driven values facilitate structural adaptations essential for integrating sustainability into digital transformation strategies [3]. Environmental values embedded within an organization's culture play a critical role in shaping HR practices, including green recruitment and performance systems [2]. Moreover, the cultural-structural interplay in community-based planning underscores the necessity of alignment, as restructuring efforts often fail when lacking cultural integration [33]. These findings collectively support a conceptual model in which organizational culture legitimizes and drives structural change, reinforcing ecological responsibility and long-term sustainability.

Industry type and national cultural dynamics significantly influence the success and approach of sustainability-driven restructuring. Studies indicate that green strategies and cultural adaptation vary across sectors due to differing institutional logics, regulatory frameworks, and societal expectations [32]. In technologically advanced industries, digital transformation is more seamlessly embedded into sustainability initiatives, facilitated by leadership-led cultural shifts [3]. However, sectors with strong environmental accountability, such as manufacturing and logistics, exhibit higher adoption rates of green HRM compared to less regulated service industries [2]. In rural contexts, cultural misalignment with sustainability frameworks can lead to resistance, emphasizing the need for context-sensitive sustainability implementation [33]. Furthermore, national cultural dimensions, including collectivism and uncertainty avoidance, shape restructuring strategies, demonstrating that sustainability adoption is highly context-dependent. These studies collectively affirm that no universal approach exists-sectoral and regional nuances must be considered when designing effective green transformation initiatives.

Despite the expanding body of literature on sustainability, organizational culture, and restructuring, a notable gap remains in the availability of empirical, particularly quantitative, research. Much of the existing scholarship relies on conceptual models or qualitative case studies, offering valuable insights but lacking statistical validation and generalizability. For example, studies have proposed theoretical frameworks for digital transformation and sustainability without empirical testing [32]. Similarly, reviews of Green Human Resource Management (GHRM) fail to incorporate large-scale survey data or statistical analysis [3]. Case studies in localized contexts provide relevant findings but remain limited in broader applicability [2]. The reliance on qualitative approaches in strategic restructuring models further underscores the need for data-driven methodologies to measure the tangible impact of cultural alignment, restructuring efforts, and sustainability outcomes [33]. Addressing this gap through quantitative empirical

studies would enhance decision-making and provide organizations with clearer, evidence-based strategies for sustainable transformation.

Limited Focus on Mid-Level Leadership Roles. While leadership plays a pivotal role in sustainability transitions, current literature primarily focuses on top management and executive decision-makers, often neglecting mid-level leadership dynamics. Middle managers act as critical interpreters and implementers of sustainability strategies, translating broader organizational visions into actionable steps [32]. However, studies on green HRM and sustainability frameworks rarely explore how department heads and supervisors operationalize these principles [3]. Participatory governance analyses in rural restructuring emphasize community stakeholders over internal leadership tiers [2]. Even strategic restructuring models conceptualize leadership broadly without detailing mid-level leadership's role in bridging structural changes and cultural adaptation [33]. Future research must investigate how mid-tier leaders act as cultural translators, sustain green initiatives, and facilitate organizational resilience in sustainability-oriented restructuring.

4. Conclusion

This study highlights the essential role of organizational culture in driving successful sustainability-driven restructuring. Culture is not merely a supporting factor but a central force that influences the success of green strategic initiatives. Organizations with adaptive and environmentally aligned cultures demonstrate greater efficiency in integrating sustainability into their structural changes. However, resistance stemming from cultural misalignment can significantly hinder restructuring efforts, emphasizing the need for early integration of cultural elements into transformation strategies. Leadership emerges as a key catalyst in shaping a sustainability oriented organizational environment, reinforcing values, fostering engagement, and guiding transitions. The findings suggest that sustainability cannot be solely achieved through technical strategies or regulatory compliance it must be embedded in corporate values, leadership dynamics, and workforce engagement to ensure long term impact.

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