



## BUILDING SUSTAINABLE ORGANIZATIONAL CULTURE IN THE VUCA WORLD

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### **Abstract**

*This study examines the development of sustainable organizational culture in the context of a VUCA world characterized by volatility, uncertainty, complexity, and ambiguity. The paper argues that sustainability can no longer be treated only as a matter of compliance, corporate social responsibility, or external reporting; rather, it must be embedded within organizational values, assumptions, leadership practices, employee behaviour, communication systems, and decision-making processes. Based on a descriptive and conceptual review of literature, the study explores how sustainable organizational culture contributes to organizational resilience, stakeholder trust, innovation, ethical responsibility, and long-term performance. The study reviews key theoretical perspectives, including the Triple Bottom Line approach, Shared Value Theory, Schein's Organizational Culture Model, Competing Values Framework, Resource-Based View, Hofstede's Cultural Dimensions, and Stakeholder Theory. The findings indicate that leadership commitment, internal stakeholder participation, employee engagement, communication, organizational learning, and innovation are major drivers of sustainable organizational culture. The study also identifies major barriers, including rigid organizational structures, short-term profit orientation, weak leadership commitment, poor communication, employee resistance, limited stakeholder engagement, and a lack of measurement tools. The discussion highlights that organizations operating in uncertain environments need adaptive, responsible, and sustainability-oriented cultures to respond effectively to social, environmental, and economic challenges. The study concludes that sustainable organizational culture is both a strategic managerial priority and a critical foundation for responsible and future-ready organizations.*

**Keywords:** Sustainable Organizational Culture; VUCA World; Sustainability; Stakeholder Engagement; Organizational Resilience

## **1. Introduction**

In today's context of a fast-changing environment, uncertainty, complexity and ambiguity, sustainability is becoming an important concern of business organizations. The idea of sustainable development is the importance of balancing economic growth, social responsibility and environmental protection. Sustainability in business is all about shifting from short-term profits to practices that help the organization survive in the long run, improve stakeholder satisfaction and do good for the environment. A few recent studies reported that sustainable environmental performance and responsible business practices are fostered through organizational culture (Adebayo et al., 2020; Bakhsh Magsi et al., 2018; Piwovar-Sulej, 2020).

The current business landscape is sometimes referred to as VUCA – volatile, uncertain, complex and ambiguous. In this context, facing constant fluctuations in markets, technology, stakeholder needs, environment, working values and global competition puts organizations in a constant state of flux. These conditions demand responsible leadership, flexible systems and adaptive organizational cultures which can be dynamic and agile to uncertainty and change (Sarkar, 2016). Sustainable leadership has also emerged as a critical element for creating an organization's culture and for steering organizations towards sustainable resilience and responsible management practices (Aziza et al., 2024).

Organizational culture that is sustainable is a culture where sustainability is ingrained in organisational values, beliefs, assumptions, decision-making and everyday practice. It is not just about an environmental policy or corporate social responsibility activities, but it is a mindset that is more about creating value over time, acting ethically, engaging stakeholders and being environmentally responsible. Ketprapakorn and Kantabutra (2022) define sustainability culture as a sustainability organizational phenomenon that is based on common values and assumptions that determine sustainable behaviours. Likewise, Kantabutra (2021) points out that sustainability organizational culture is a complex of cultural elements that impact the sustainability performance.

There are several studies that emphasize that organizational culture plays a role in sustainability. Pro-environmental organisational culture fosters pro-ecological behaviour, resource efficiency and sustainable activities in the organizations (Piwovar-Sulej, 2020). The presence of green organizational culture also fosters employees and managers to embed the values of nature in the organizational norms, strategies and decision-making process (Aggarwal & Agarwala, 2025). Also, the greening of organizational culture is still relevant to support sustainable values and behaviours in business organizations, it is argued by Porter et al. (2016).

Organizational culture is even more crucial to small and medium enterprises (SMEs), large corporations and organizations that are undergoing digital transformation. Ketprapakorn and Kantabutra (2019) state that culture development plays a crucial role in sustainable SMEs, and Isensee et al. (2020) indicate that organizational culture, sustainability and digitalization are linked in SMEs. Moreover, digitalization and new technologies demand an organization to create a culture that embraces moral, sustainable and responsible innovation. In this sense, sustainable artificial intelligence also needs to take into account organizational values that can enable responsible technological development and sustainability objectives (Isensee et al., 2021).

Another dimension of sustainable organizations' culture is stakeholder engagement. Businesses are encouraged to take into account employee, customer, supplier, community, regulator and societal considerations when making decisions. According to Salvioni and Almici (2020), involving stakeholders helps to foster the sustainability culture, particularly in the shift towards the circular economy. Hence, it is important to have clear communication, trust, cooperation and active participation of the internal and external stakeholders to have a sustainable organizational culture.

In addition, theory and research suggest that an organization's sustainability culture can also enhance organizational efficiency and sustainable performance. Negi and Dangwal (2019) highlight the importance of culture and managerial effectiveness in promoting organizational sustainability from an Indian perspective. Assaratgoon and Kantabutra (2023) also suggest an organizational culture model for sustainability that describes how the cultural factors can be used to achieve sustainability results. This research indicates that sustainable organizational culture can be a strategic asset for the organisations that want to become resilient, gain legitimacy and achieve a competitive edge.

Increasingly, in the past two decades, sustainability has been a subject of discussion in the field of business and management, but the focus of the discussion has been on the external sustainability efforts, including companies' environmental reporting, corporate social responsibility, green practices and stakeholder communication. Less focus has been paid to the cultural pillars within an organization that promote

sustainability. Specifically, the leadership, management and employee roles in the embedding of sustainability in organizational culture need to be explored further. If they don't gain acceptance and cultural buy-in, sustainability programs can be symbolic, partial or low impact as a mere compliance exercise.

So this study is based on the sustainable organizational culture in a VUCA world. It aims to analyse the role of organizational culture in sustainability; how internal stakeholders can contribute to sustainability and what are the barriers for embedding sustainability in the organisation's culture. This research is descriptive and conceptual that reviews the existing literature related to organizational culture, sustainability, stakeholder engagement, leadership and business management. This study will bring together these viewpoints to aid in the understanding of sustainable organizational culture as a strategic need for organizational resilience, responsible management and long-term performance.

## **2. Methodology**

### **2.1 Research Design**

The research of this study is descriptive and conceptual design to examine sustainable culture in an organization in the VUCA world. The study is a theoretical one which aims at reviewing, organising and synthesising the existing literature of organisational culture, sustainability, leadership, stakeholder involvement and business management. The appropriative design is suitable because the study is a conceptual study and not a study that tests hypotheses with primary data.

### **2.2 Nature of the Study**

It is a qualitative study with a conceptual approach. It is not based on surveys, interviews, experiments or statistical analysis. Rather, it draws upon an understanding of existing scholarly work. The objective is to learn how sustainability can be integrated into values, beliefs, assumptions, practices, and decision-making of organizations. The study also aims at understanding the role of internal stakeholders (i.e., leaders, managers and employees) in the creation of an organizational culture that is sustainable.

### **2.3 Sources of Data**

This study involves the secondary data, which is obtained from academic and professional sources. They can be peer-reviewed journal articles, books, research papers, review articles, institutional reports and published research on sustainability and organizational culture. Business management, organizational behaviour, human resource management, corporate governance, sustainable development, leadership and strategic management were the areas that were used to choose the literature.

### **2.4 Literature Selection Criteria**

The literature chosen was based on its relevance to the main themes of this study. Sources were deemed suitable when addressing sustainable organizational culture, green organizational culture, organizational sustainability, environmental performance, sustainable leadership, stakeholder engagement, employee empowerment, organizational learning, and/or VUCA-related business challenges.

### **2.5 Inclusion and Exclusion Criteria**

Studies were considered based on the direct focus on organizational culture, sustainability, sustainable leadership, stakeholder theory, environmental performance, organizational resilience, and business and management related issues. Articles submitted in the form of conceptual papers, review studies, empirical studies, and theoretical papers were all taken into account.

In the selection of studies, those which did not have a clear business/management link, lacked academic credibility, concentrated on technical environmental sciences with no organizational relevance, or simply did not help to understand sustainable organizational culture, were excluded. Sources that are not attributed and/or have limited academic value were also excluded.

### **2.6 Theoretical Frameworks Reviewed**

The study examines a number of theories that are relevant to the concept of sustainable organizational culture. There are many such theories, including the Triple Bottom Line approach, the Shared Value Theory, Schein's Organizational Culture Model, the Competing Values Framework, Resource-Based View, Hofstede's Cultural Dimensions, and the Stakeholder Theory. These frameworks provide an understanding

of how sustainability becomes part of an organization's culture, strategy, the leadership of the organization and organization's relationship with stakeholders.

### 3. Results

#### 3.1 Sustainable Organizational Culture as a Strategic Requirement

The review indicates that one of the most important parts of the requirements in a VUCA world is the sustainable organisational culture. Volatility, uncertainty, complexity and ambiguity (VUCA) place a premium on the ability of organisations to articulate their goals in more than just formal policies and short-term sustainability programmes. Organisational values, beliefs, leadership and working practices should all be about sustainability. An effective, sustainable organizational culture serves an organization well in adapting to change, in resilience, in keeping the trust of the stakeholders and in delivering long-term performance.

The major findings of the study are summarized in Table 1 and broken down into the key result areas, major findings, and their organizational relevance.

**Table 1. Major Findings of the Study**

Result Area	Major Finding	Organizational Relevance
Leadership	Leadership commitment is essential for building sustainable organizational culture.	Leaders shape vision, values, policies, and employee behavior.
Internal stakeholders	Employees and managers play a central role in sustainability implementation.	Internal acceptance makes sustainability practices more effective.
Communication	Clear communication supports awareness and participation.	It connects sustainability goals with daily organizational practices.
Employee engagement	Empowered employees contribute to sustainability through innovation and responsible behavior.	Engagement strengthens ownership and accountability.
Learning and innovation	Continuous learning helps organizations adapt to sustainability challenges.	Innovation supports resilience in a VUCA environment.
Stakeholder engagement	Stakeholder-oriented culture improves trust and legitimacy.	It supports long-term relationships and responsible decision-making.

#### 3.2 Role of Leadership in Building Sustainable Organizational Culture

The study's key finding is that leadership is a critical part of building an organizational culture that is sustainable. Leaders shape the values, direction, resource allocation, communication and behaviour of the organisation. Employees will be more accepting and engage in sustainability-influenced behaviours if the leaders are committed to sustainability. When leadership is responsible and visionary, a common understanding of sustainability is built, and employees can bring a sense of social, environmental and economic responsibility to the organization's goals.

The sustainable organizational culture is the result of a combination of factors, as illustrated in Figure 1: leadership commitment, employee engagement, stakeholder engagement, communication systems and learning and innovation.



Figure 1. Key Drivers of Sustainable Organizational Culture

### 3.3 Importance of Internal Stakeholders

The study reveals that the internal stakeholders, particularly leaders, managers and employees, play a crucial role in establishing an organization's sustainable culture. Sustainability will not be achieved by external reporting, corporate social responsibility activities or regulatory compliance. It needs to be accepted within and to be participated in. Individual employees help to achieve sustainability through their innovative approach, responsible behaviour, use of resources, their ethical standards and involvement in organizational improvement activities. Managers serve as the link between vision and implementation by the employees.

### 3.4 Communication as a Driver of Sustainability Culture

Communication is seen as a key component of building a sustainable organisational culture. Clear and consistent communication supports employees in understanding the vision, goals and expectations for an organization's sustainability. It also facilitates the sharing of knowledge, collaboration and cross-functional coordination. Without clear communication, projects for sustainability could be unclear, disjointed, or only implemented at the highest level of management. Hence, it is crucial to have top-down and horizontal communication for embedding sustainability into organizations' cultures.

### 3.5 Employee Empowerment and Engagement

The results indicate that employee empowerment and employee engagement are important factors in a sustainable organizational culture. Involving employees in the decision-making process and asking for their ideas increases their level of commitment to the sustainability goals. Employees who are empowered feel there are more opportunities for them to be part of innovation, improve ethics, reduce waste and improve sustainability. The commitment and accountability of employees is another important aspect of long-term culture change that is enabled by employee engagement.

### 3.6 Organizational Learning and Innovation

The review highlights the need for continuous learning and innovation in creating sustainable organisational culture. Organisations have to constantly adapt and transform in a VUCA world, as they have to respond to new challenges, technologization, regulations and stakeholder expectations. A culture that facilitates learning, experimentation, knowledge sharing and innovation enables organizations to make incremental improvements over time with regard to their sustainability practices. This culture helps organizations to be innovative in addressing environmental, social and economic issues.

### 3.7 Stakeholder Engagement and Trust

A second observation is that the involvement of stakeholders creates an organization's culture. Companies that take into account the employees, customers, suppliers, communities, regulators, and society will be more inclined to develop responsible and sustainable practices. Trust, transparency, cooperation and

relationships are the values of stakeholder oriented culture. These are the characteristics that are given to organizations that make them have a better reputation, legitimacy and social acceptance.

### 3.8 Relevance of Theoretical Frameworks

In the study, there is a relation between the different theoretical frameworks and understanding of sustainable organisational culture. People, planet and profit are explained using the Triple Bottom Line. Shared Value Theory shows how to “do good while doing well” and generate economic value for an organisation whilst attending to the social and environmental issues. Schein's Organizational Culture Model is focused on the integration of sustainability into the more fundamental levels of organisational culture such as assumptions, values and observable behaviours. One of the tenets of the Stakeholder Theory is inclusive decision making. The Resource Based view underpins the notion that culture on sustainability issues is a valuable internal resource and source of competitive advantage.

Table 2 provides a summary of the key theoretical strands that were explored and how they are relevant to sustainable organisation culture.

**Table 2. Theoretical Frameworks and Their Contribution to Sustainable Organizational Culture**

Theoretical Framework	Main Idea	Contribution to Sustainable Organizational Culture
Triple Bottom Line	Balance people, planet, and profit.	Helps organizations integrate social, environmental, and economic goals.
Shared Value Theory	Create economic value while addressing social problems.	Links sustainability with business strategy and competitiveness.
Schein's Organizational Culture Model	Culture exists at the levels of artefacts, values, and basic assumptions.	Explains how sustainability becomes deeply embedded in organizational culture.
Competing Values Framework	Organizations balance flexibility, control, internal focus, and external orientation.	Helps explain how different cultural types support or limit sustainability.
Stakeholder Theory	Organizations must consider multiple stakeholder interests.	Supports inclusive, ethical, and responsible decision-making.
Resource-Based View	Internal resources can create a competitive advantage.	Shows sustainable culture as a valuable and difficult-to-copy resource.
Hofstede's Cultural Dimensions	Cultural values influence behaviour and decision-making.	Explains how national and organizational cultures affect sustainability practices.

### 3.9 Barriers to Sustainable Organizational Culture

The review identified a number of issues which hinder the development of a culture that can be sustained. These include rigid structures, central decision making, short-term profit generation, communication issues, employee resistance, leadership commitment issues, stakeholder engagement constraints and problems with the measurement of sustainability culture. It may be even more difficult to be flexible and sustainable in a big and formal company. Cultural resistance is also a significant issue if employees or managers consider sustainability as an extra burden, instead of a real responsibility of the organisation.

As per Figure 2, our problems such as structural constraints, cultural opposition, communication problems, short term thinking and commitment of leadership are all hurdles in developing an organization's sustainable culture.

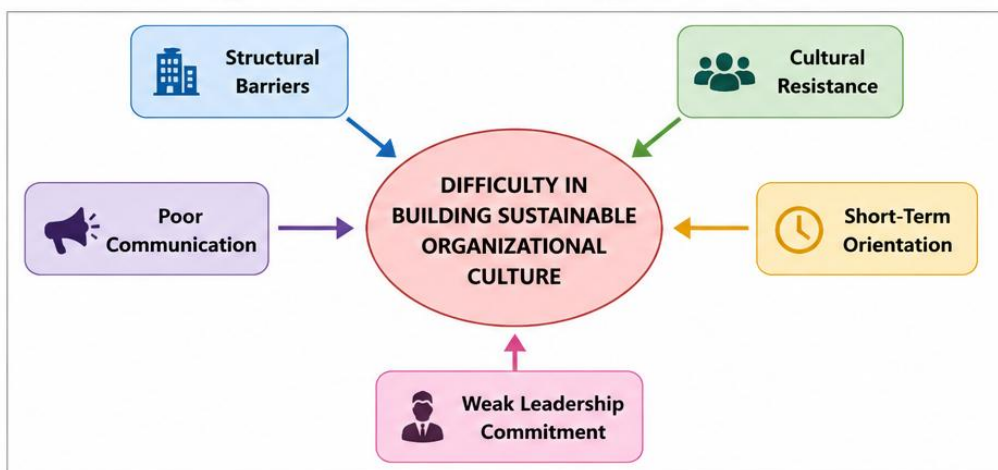


Figure 2. Barriers to Sustainable Organizational Culture

Table 3 provides a fuller explanation of the key barriers, how these affect organizations and potential solutions.

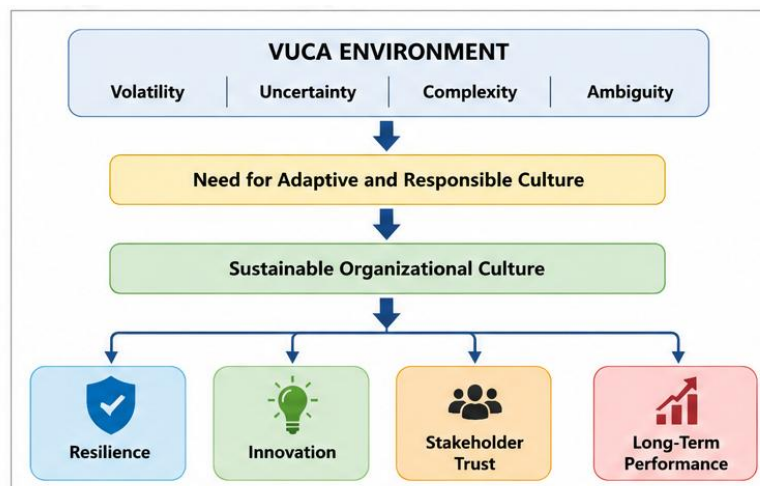
Table 3. Barriers and Possible Solutions for Sustainable Organizational Culture

Barrier	Effect on Organization	Possible Solution
Rigid organizational structure	Reduces flexibility and slows sustainability initiatives.	Develop flexible teams and encourage cross-functional collaboration.
Short-term profit orientation	Limits long-term sustainability thinking.	Integrate sustainability into long-term strategy and performance indicators.
Weak leadership commitment	Creates a lack of direction and employee confusion.	Leaders should model sustainable behaviour and communicate clear goals.
Poor communication	Sustainability goals remain unclear to employees.	Use regular internal communication, training, and feedback systems.
Employee resistance	Reduces participation in sustainability practices.	Involve employees in decision-making and reward sustainable behaviour.
Lack of measurement tools	Makes it difficult to assess progress.	Develop sustainability culture indicators and periodic review systems.
Limited stakeholder engagement	Weakens trust and legitimacy.	Build transparent stakeholder dialogue and participatory decision-making.

### 3.10 Sustainable Organizational Culture and VUCA Readiness

The results indicated that relationship of sustainable organizational culture with the capability of the organization to respond to VUCA conditions was positive. Companies with sustainability values are more flexible, ethical, innovative and people-centric. These organizations will be better equipped to deal with uncertainty, face complex challenges and remain stable in the long-term. In this way, it helps organizations retain their responsibility and competitiveness in the face of environmental changes, which is a crucial aspect of sustainable organizational culture and organizational resilience.

The VUCA environment requires an adaptive and responsible culture (as seen in Figure 3). This results in a sustainable organizational culture that fosters resilience, innovation, stakeholder trust and sustained performance.



**Figure 3. Sustainable Organizational Culture in a VUCA World**

The study concludes that, in general, sustainable organizational culture will be created with the synergy effect of leadership, employee engagement, communication, stakeholder involvement, organizational learning and innovation. Sustainability is only effective if it's part of the organisation's culture and not something that's done on the outside or symbolically. The results also reveal that overcoming the barriers of organizational structure, culture, and management is vital to successfully developing an organization's sustainable culture in a VUCA world.

The results from this section are presented in figures and tables. The key drivers of sustainable organizational culture are depicted in Figure 1, the connection between VUCA conditions and sustainability outcomes is depicted in Figure 3, and the major barriers are depicted in Figure 2. Likewise, Table 1 presents the major findings, Table 2 compares theoretical models to organizational culture and sustainable culture, and Table 3 shows barriers and suggested solutions.

#### 4. Discussion

The results of the study suggest that one of the most important demands of a VUCA organization is to have a sustainable organizational culture. Pressure for organisations to be flexible, innovative, ethical and responsive is an ever-present force in the face of volatility, uncertainty, complexity and ambiguity. Sustainability can't be seen as an accepted policy, corporate social responsibility initiative or compliance obligation in such circumstances. Instead, it needs to be a part of the culture, values, leadership practices, employee behaviours and decision-making processes of the organisation. This is backed up by recent research that has linked corporate sustainability with organizational resilience, purpose and long-term value creation (Duchek, 2020; Florez-Jimenez et al., 2025).

The findings underscore the significance of leadership in the creation of a sustainable culture in organisations. Leaders have the responsibility to set a vision for the organisation, communicate sustainability targets, allocate resources and behaviour change. Having leaders who actively promote sustainability will increase the awareness and engagement of employees in sustainable activities. Leadership commitment can also help to alleviate uncertainty in a VUCA world by giving direction, clarity and confidence to employees. Inclusive leadership, transformational leadership and green leadership behaviours are important for employee engagement and environmental sustainability as demonstrated by previous studies (Atiku et al., 2024; Kura, 2016; Popli & Rizvi, 2016; Zacher et al., 2024).

Internal stakeholders also have a significant contribution to make in building an organisation's sustainable culture. This research demonstrates that employees and managers go beyond implementing sustainability policies to playing an active part in sustainability outcomes. Staff have the potential to contribute to the sustainability effort by responsibly acting in an innovative way, conserving resources, acting ethically and participating in the organisation's improvement processes. Corporate purpose and employee identification with organizational values can stimulate pro-environmental behaviour, and an organizational ethic of care can increase employees' engagement in pro-environmental practices (Bhattacharya et al., 2023; Carmeli et al., 2017). Thus, sustainability becomes effective if it's accepted and put into practice at every level of the organisation.

Another significant area of learning is communication in the process of creating a sustainable organizational culture. However, in many organizations initiatives for sustainability do not work because of a poor understanding of the organization sustainability vision and a lack of understanding of how they contribute to it. By communicating well, awareness is created, trust is built, participation is encouraged, and understanding is promoted. Top-down and horizontal communication should be done. Top-down communication gives direction to the leadership, and horizontal communication fosters collaboration between departments and employees. Human capital management and ESG engagement are also well intertwined, suggesting that there is a need for a strong collaboration between sustainability communication and people-management (Cai et al., 2024).

The results also showed that the empowerment and engagement of employees should be considered as an important requirement to enhance the culture of a sustainable organization. Empowering employees makes them feel more responsible and owned for sustainability objectives. Enthusiastic workers are more likely to be able to recognize issues, offer solutions to improve outcomes, minimize waste, and participate in innovative practices. This means that sustainability must not be enforced right from the rule book and procedure. This should be achieved by participation, motivation and involvement. Research on Employee engagement and Sustainability indicates that the leadership style, inclusive leadership and organizational purpose are factors that influence the extent to which employees engage in sustainable actions (Atiku et al., 2024; Bhattacharya et al., 2023; Popli & Rizvi, 2016).

Sustainable organisational culture is also linked with organisational learning and organisational innovation. In today's rapidly evolving business landscape, businesses need to constantly learn, adapt and improve their practices. In order to solve the problems of sustainability, new ideas, new technologies and new working methods are needed. An innovative learning culture is a good way of helping companies face up to the environmental, social and economic challenges. Organizational design, dynamic capabilities, entrepreneurship and transformation are identified as key factors to integrate sustainability in business models and practices through research on sustainable business model innovation (Bocken & Geradts, 2020; Evans et al., 2017; Geissdoerfer et al., 2018; Minatogawa et al., 2022; Schaltegger et al., 2016).

This discussion of theoretical frameworks demonstrates that there are several ways of understanding sustainable organizational culture. The Triple Bottom Line principle is an explanation of the need for balancing economic, social and environmental objectives. Shared Value Theory demonstrates how shared value can be realized within an organization and this can be done while simultaneously addressing social and environmental issues. The Organizational Culture Model by Schein is useful as it helps to understand how sustainability can be integrated into the visible culture as well as deeper values and assumptions. The Stakeholder Theory underscores the importance of taking into account the various stakeholders, and the Resource-Based View focuses on the potential of a sustainability-oriented culture as an in-house resource that contributes to the competitive advantage. Recent sustainability research supports these views, as sustainable business models, organization resilience and corporate purpose are all interrelated aspects of responsible management (Evans et al., 2017; Florez-Jimenez et al., 2025; Schaltegger et al., 2016).

The findings also reveal that there are some barriers for organizations in building their sustainable culture. Rigid organisational structures, one-way decision-making, short-term profit focus, low commitment of leadership, lack of communication, resistance from employees, and no measuring tools are some potential barriers that can restrict sustainability integration. The barriers indicate that cultivating a sustainable organizational culture takes more than good intentions. It needs to be supported structurally, changed in culture, have consistency in leadership, and have effective procedures for evaluation. Research on sustainable business model innovation has established that the structure of organizations, their capabilities, and their design can enable or hinder their shift towards sustainability (Bocken & Geradts, 2020; Geissdoerfer et al., 2018; Minatogawa et al., 2022).

The VUCA environment is making it more critical to build an organization that has a sustainable culture because organizations have to be ready to face the uncertainties and complexities emerging in the environment. A culture that prioritizes sustainability helps promote ethical decision-making, innovation, trust and diversity among stakeholders, and long-term thinking that contribute to resilience building in organizations. An organization's ability to recover from disruption is equally its capacity to anticipate, adapt and change in response to changes (Duchek, 2020). Furthermore, diversity also helps organizations be resilient in terms of their adaptability, problem-solving and response capacity (Duchek et al, 2020). Hence, those that weave sustainability into their culture are more likely to be able to control and define uncertainty and value in the long term.

In conclusion, the concept of sustainable organizational culture is a multidimensional one which relies on leadership, employee engagement, communication, the involvement of stakeholders, learning, innovation, management of human capital, and resilience. It cannot be created using isolated efforts or simply reporting on the outside. Rather, it demands a constant process to integrate the concepts of sustainability with organizational values, strategies, structures and practices. From a business and management perspective, it underscores the importance of embedding sustainability at the heart of business and management, and as a management roadmap to become more resilient, competitive, and responsible.

## 5. Conclusion

This study concludes that sustainable organizational culture is a critical requirement for organizations operating in a VUCA world marked by volatility, uncertainty, complexity, and ambiguity. The review shows that sustainability cannot remain limited to external reporting, regulatory compliance, or corporate social responsibility activities; rather, it must be embedded deeply into organizational values, assumptions, leadership practices, employee behaviour, and decision-making systems. The findings indicate that leadership commitment, employee engagement, communication, stakeholder involvement, organizational learning, and innovation are major drivers of sustainable organizational culture. Leaders play a central role in setting the sustainability vision, allocating resources, and encouraging responsible behaviour, while employees and managers translate sustainability goals into everyday practices. The study also highlights that effective communication and empowerment strengthen internal acceptance of sustainability and reduce resistance to change. In addition, theoretical frameworks such as the Triple Bottom Line, Stakeholder Theory, Schein's Organizational Culture Model, Resource-Based View, and Shared Value Theory provide useful perspectives for understanding how sustainability can be integrated into organizational culture. However, the development of sustainable organizational culture faces several barriers, including rigid structures, short-term profit orientation, weak leadership support, poor communication, employee resistance, and a lack of measurement tools. Overcoming these barriers requires long-term commitment, cultural alignment, continuous learning, and supportive organizational systems. In a VUCA environment, organizations with a sustainability-oriented culture are better prepared to build resilience, innovation, stakeholder trust, ethical responsibility, and long-term performance. Therefore, sustainable organizational culture should be viewed not only as an academic concept but also as a strategic managerial priority for responsible and future-ready organizations.

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