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THE IMPACT OF GREEN ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION IN SERBIA

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Abstract: This study examines the impact of green organizational culture on overall job satisfaction and its specific dimensions among employees in Serbia. Data were collected from 82 respondents across different industries and analyzed using regression techniques. The results show that green organizational culture has a significant and positive effect on job satisfaction, explaining 44.7% of its variance, with the strongest effects observed in communication, working conditions, and rewards. This study contributes to by providing an overview of the current state of green organizational culture and its relationship with job satisfaction in Serbia, highlighting that fostering a green organizational culture not only supports environmental sustainability but also increases employee well-being and workplace attitudes. Limitations of this study include the small sample size and the use of a shortened green organizational scale.

Key words: green organizational culture, job satisfaction, green, organizational culture

INTRODUCTION

Ecological sustainability has become an essential aspect of modern organizational development. Modern environmental problems, such as climate change, global warming, loss of biodiversity, air and water pollution, result from technological progress, population growth, and the irrational use of resources [1]. In response to these growing global challenges, organizations are increasingly focused on making sustainability an integral part of their core strategies in order to ensure long-term resilience and strengthen their competitive advantage [1, 2, 3, 4, 5]. One of the key approaches to achieving this objective is the incorporation of green practices into organizational culture, which enables firms to align sustainability with both ecological and operational objectives [1, 2].

There is a considerable amount of literature in this field, highlighting the importance of green organizational culture in the modern economy. According to [2], green organizational culture plays an important role in achieving sustainability, better organizational performance, and higher employee satisfaction. Some studies also point out that leadership behavior, when supported by a green-oriented culture, can have a positive effect on sustainable performance, with employee satisfaction and productivity acting as key links in that relationship [4, 6]. Still, motivating employees to behave in a more environmentally responsible way is often underdeveloped, even though such behavior can help strengthen the green culture and improve job satisfaction [1]. There are also attempts to conceptualize and measure green organizational culture, providing valuable insights into how deeply green values are integrated within organizations and how they influence both employee satisfaction and organizational performance [5].

Although research on environmental practices and aspects of green management exists in Serbia, the concept of green organizational culture and its impact on employees and organizational performance remains underexplored. Previous studies have mainly focused on the implementation of environmental standards, self-regulation [7], and HRM practices [8], while the way cultural values and norms influence employees' ecological behavior and its connection with job satisfaction has received much less attention.

In previous studies, the connection between green organizational culture and job satisfaction has often been examined through mediating or moderating variables. In the Serbian context, however, this relationship has not been sufficiently explored. This identified gap motivated the present study, which focuses on directly examining how green organizational culture influences job satisfaction in Serbia.

MATERIAL AND METHODS

Green organizational culture

Organizational culture represents a collective and long-lasting set of beliefs, norms, values, ideas, and attitudes that shape organizational behavior [2] and serve as a key driver of improved performance for both employees and managers [9]. It integrates employees, guides their decisions and behavior, and develops through collective learning as the organization navigates internal and external challenges [10]. Organizational culture, being socially constructed, multi-layered, and resistant to change [10], can be shaped by management to foster values that guide and support organizational objectives [2]. Authors in [2, 9, 10] explain that culture incorporates an organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and routines.

When these cultural elements are connected to environmental concerns, they create green organizational culture. This culture encourages employees to adopt common ecological values, focus on reducing environmental impact, and support long-term sustainability [11, 12]. Green organizational culture provides a framework that unites employees around shared ecological goals. It guides behavior, decision-making, and management processes toward environmentally friendly practices [2]. The concept of green organizational culture is still developing, and its definition is evolving [5, 13]. It represents collective ecological values and norms that guide employees' behavior and organizational practices. Authors in [5] emphasize that green organizational culture is a complex, multi-dimensional construct requiring a deeper cultural shift rather than superficial green initiatives.

Although many organizations adopt green policies, these actions are often superficial and insufficient for long-term sustainability [3, 13]. Real progress requires integrating sustainability into organizational culture. A green culture aligns employee values with environmental goals, influences everyday behavior, and turns strategies into measurable performance improvements [4, 6, 13]. Leaders and managers play a key role in creating and maintaining an environmentally friendly culture. When they demonstrate green values and behaviors, employees are encouraged to follow, which gradually transforms sustainability into part of the organizational culture [2, 13]. Transformational leadership is especially effective because it inspires deeper cultural change, motivates employees to act in line with environmental goals, and strengthens employees' awareness, commitment, and responsibility, ultimately leading to improved environmental performance [13].

Organizational culture plays a central role in shaping how employees perceive their workplace [10, 12, 14]. When cultural values and norms are aligned with employees' personal values, they foster stronger identification with the organization, which leads to higher job satisfaction [10, 12, 14, 15]. In this sense, green organizational culture can be viewed not only as a tool for ecological performance but also as a mechanism that supports employees' motivation, commitment, and satisfaction [2, 4, 6]. Since the focus of this paper is on the influence of green organizational culture on job satisfaction, it is necessary to clarify the concept of job satisfaction and understand its key determinants.

Job satisfaction

Job satisfaction is an employee's emotional experience, whether pleasant or unpleasant, that arises from the evaluation of their work and workplace environment [14]. It depends on opportunities for advancement, reward systems, relationships with management, job security, and conditions that enable active employee engagement [15]. Job satisfaction is closely linked with key organizational outcomes, since satisfied employees are more productive, motivated, and engaged, which contributes to organizational success, reduces absenteeism, and lowers turnover costs [16, 17]. It can also foster motivation, commitment, initiative, and involvement in innovative practices [2, 4, 6, 15]. Spector [18] explains job satisfaction in two ways:

- as a general feeling toward the job, representing the overall emotional state of employees about their work, and

- as satisfaction with specific aspects of the job, such as pay, promotion opportunities, working conditions, or relationships with colleagues and supervisors.

From the first perspective, job satisfaction is seen as a global attitude toward work, while from the second, it may vary across different dimensions. Employees can therefore be satisfied with some aspects of their job, but not necessarily with all.

Spector [18] developed the Job Satisfaction Survey (JSS), which measures nine dimensions: pay, promotion opportunities, benefits, supervisors, coworkers, rewards, the nature of work, communication, and operating procedures. Research shows a positive link between working conditions, job structure, and job satisfaction. Fair pay and benefits, such as health insurance, pensions, and flexible hours, improve satisfaction [19, 20]. Promotion opportunities and professional growth also play a key role, while their absence may lead to dissatisfaction [21]. Clear procedures reduce stress and help employees work more effectively. The nature of work is important too because employees who see their job as meaningful are more engaged and committed [20]. When organizations integrate environmental or green initiatives into their operations, employees often perceive their work as more purposeful [2, 6]. Social support from colleagues and supervisors, constructive feedback, and open communication build trust and strengthen identification with the organization, all of which increase job satisfaction [21]. This shows that job satisfaction is a multidimensional construct, not only a general attitude toward work. This approach helps to better explain outcomes like organizational commitment, job performance, and turnover intention [19, 21].

Green organizational culture and job satisfaction

Previous research [6, 9, 10, 19] has shown a strong connection between organizational culture and job satisfaction, because organizational culture shapes the work environment, relationships, and overall employee experience.

In this context, green organizational culture adds a unique dimension, as it not only supports ecological sustainability but also improves employee well-being [1, 2, 4, 6, 11, 12]. A green culture promotes healthier and safer working conditions, reduces environmental risks, and fosters collective responsibility, all of which can contribute to higher satisfaction at work [4, 6]. Furthermore, organizations that integrate green values into their reward systems, training, and teamwork create conditions where employees feel motivated, valued, and more engaged in their roles [6, 21]. Training and development related to environmental practices increase competencies and create a sense of purpose [12, 22], while recognition of pro-environmental behavior reinforces commitment and satisfaction. When employees identify with the ecological values of their organization, they often experience greater pride, loyalty, and emotional attachment, which further increases their job satisfaction [6, 12].

Based on previous research findings and theoretical background, the following hypotheses were formulated:

H1. Green organizational culture (GOC) has a positive effect on job satisfaction (JS).

H2. Green organizational culture (GOC) has a positive effect on all dimensions of job satisfaction: pay (P), promotion opportunities (PO), fringe benefits (B), supervisors (S), coworkers (C), contingent rewards (CR), the nature of work (W), communication (CM), and operating procedures (OP).

Methodology

The main objective of this study was to examine how green organizational culture impacts job satisfaction in Serbia. For the purposes of the research, an adapted questionnaire was developed, consisting of 49 questions divided into three main sections. All sections were adapted from previous studies to ensure reliability and relevance.

The first part included general questions about the participants. The second part used one of the most commonly applied instruments for measuring job satisfaction known as Spector's Job Satisfaction Survey [18]. It contained 36 items, with each dimension of job satisfaction (JS)

assessed through four statements. The third part referred to green organizational culture (GOC) and included six items, adapted from [6]. All items were rated on a six-point Likert scale, ranging from "absolutely disagree" to "absolutely agree."

Out of 87 participants, 82 valid responses were collected during the data collection period in September 2025. The data were analyzed using SPSS software. Preliminary analyses included descriptive statistics to summarize sample characteristics, reliability testing with Cronbach's alpha to assess internal consistency, and regression analysis to explore relationships between variables.

The respondents were employees from various organizations in the Republic of Serbia, representing different hierarchical levels and educational backgrounds. Women made up the majority of the sample (65.4%), while men accounted for 34%. Participants' ages ranged from 20 to 60 years, with the largest group being 20–30 years old (50.6%). The least represented were those aged 51–60 (4.9%).

Regarding education, most participants (34.6%) held a university degree, followed by those with a high school diploma (29.6%). There were no participants with only primary education or a doctoral degree, which somewhat limits insights into the effects of the lowest and highest levels of education on the variables analyzed.

In terms of work experience, the largest share of participants (43.2%) had five years or less, indicating a relatively younger population with shorter professional experience. Additionally, 25% held managerial positions. Most respondents were employed in micro and small enterprises (61.7%), while about 30% worked in large companies.

RESULTS AND DISCUSSION

Reliability analysis was performed for all variables using Cronbach's alpha coefficient. The results, presented in Table 1, show that all eleven scales demonstrated satisfactory internal consistency. Table 1 also presents descriptive statistics for all variables, including the number of items, means, standard deviations, skewness, and kurtosis values.

Table 1. Results of reliability and descriptive analysis and normality tests

Variable	Cronbach's α	Num	Mean	St. Dev.	Skewness	Kurtosis
P	0.822	4	3.4024	1.41299	-0.047	-1.039
PO	0.880	4	3.5305	1.63271	-0.084	-1.053
B	0.921	4	3.6372	1.43917	-1.053	-0.892
S	0.734	4	4.3689	1.37898	-0.196	-1.130
C	0.727	4	3.6921	1.52160	-0.138	-1.152
CR	0.826	4	3.6738	1.47022	-0.173	-0.864
W	0.839	4	3.8872	1.11745	-0.329	-0.776
CM	0.841	4	4.2104	1.18209	-0.518	-0.622
OP	0.704	4	4.3445	1.15312	-0.224	-0.730
JS	0.964	9	3.9258	1.16075	-0.264	-0.739
GOC	0.950	6	4.1159	1.11263	0.77	-1.212

The reliability of all scales was satisfactory, with Cronbach's α values above 0.70 [24]. The highest internal consistency was found for JS ($M_{JS}=0.964$) and GOC ($M_{GOC}=0.950$), while CM and OP had slightly lower but still acceptable values. On average, respondents reported moderate to high levels of job satisfaction. The lowest ratings were given to P and PO (3.40 and 3.53), while S and OP received the highest scores. JS was rated moderately high, and GOC was also positively evaluated, although with somewhat greater variability.

Most of the skewness and kurtosis values were slightly negative. Negative skewness values indicate that a greater number of values are clustered on the higher side of the distribution. Negative kurtosis values suggest that the distributions are slightly flatter than a normal distribution, implying lighter tails and a broader peak [24]. The exception was GOC, where

positive skewness suggested more dispersed and lower responses. Normality of data distribution was tested using the Kolmogorov–Smirnov test. Results showed that most variables deviated from normal distribution ($p < 0.05$), while only three dimensions (P, PO, and C) did not significantly deviate ($p > 0.05$). The Kolmogorov–Smirnov test indicated that most variables did not follow a normal distribution ($p < 0.05$). However, since the values of skewness and kurtosis do not significantly deviate from the range commonly considered acceptable for normality (± 2 for social sciences), it can be concluded that the assumption of normality has been reasonably met [24]. The absence of extreme values and the Durbin-Watson statistics (from 2.068 to 1.816) suggest that autocorrelation in models does not interfere with the implementation of regression analysis. The results of regression analysis are presented in Table 2.

Table 2. Linear regression analysis

Dependent variable: JS, $r = 0.668$, $R^2 = 0.447$, Adjusted $R^2 = 0.440$, $F(1, 80) = 64.61$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.248	0.230	-	9.797	0.000
GOC	0.475	0.059	0.668	8.038	0.000
Dependent variable: P, $r = 0.592$, $R^2 = 0.350$, Adjusted $R^2 = 0.342$, $F(1, 80) = 43.08$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	1.595	0.303	-	5.262	0.000
GOC	0.512	0.078	0.592	6.564	0.000
Dependent variable: PO, $r = 0.580$, $R^2 = 0.336$, Adjusted $R^2 = 0.328$, $F(1, 80) = 40.50$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	1.833	0.312	-	5.875	0.000
GOC	0.511	0.080	0.580	6.364	0.000
Dependent variable: B, $r = 0.566$, $R^2 = 0.321$, Adjusted $R^2 = 0.312$, $F(1, 80) = 37.76$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.680	0.302	-	8.863	0.000
GOC	0.478	0.078	0.566	6.145	0.000
Dependent variable: S, $r = 0.569$, $R^2 = 0.355$, Adjusted $R^2 = 0.347$, $F(1, 80) = 44.03$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	1.732	0.325	-	5.326	0.000
GOC	0.555	0.084	0.596	6.635	0.000
Dependent variable: C, $r = 0.588$, $R^2 = 0.346$, Adjusted $R^2 = 0.337$, $F(1, 80) = 42.26$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	1.805	0.316	-	5.703	0.000
GOC	0.529	0.081	0.588	6.501	0.000
Dependent variable: CR, $r = 0.610$, $R^2 = 0.372$, Adjusted $R^2 = 0.364$, $F(1, 80) = 47.43$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.413	0.236	-	10.243	0.000

GOC	0.418	0.061	0.610	6.887	0.000
Dependent variable: W, $r = 0.628$, $R^2 = 0.395$, Adjusted $R^2 = 0.387$ $F(1, 80) = 44.68$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.604	0.245	-	10.644	0.000
GOC	0.455	0.063	0.628	7.224	0.000
Dependent variable: CM, $r = 0.649$, $R^2 = 0.421$, Adjusted $R^2 = 0.414$ $F(1, 80) = 45.35$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.727	0.233	-	11.679	0.000
GOC	0.458	0.060	0.649	7.627	0.000
Dependent variable: OP, $r = 0.529$, $R^2 = 0.279$, Adjusted $R^2 = 0.270$ $F(1, 80) = 31.01$, $p < 0.001$					
Variable	B	Standard Error	Beta	t	Sign. (p)
Constant	2.844	0.251	-	11.318	0.000
GOC	0.360	0.065	0.529	5.569	0.000

The findings of this study demonstrated that GOC has a significant and positive effect on JS, explaining 44.7% of its variance ($R^2 = 0.447$). In addition to the global effect, GOC was also found to be a significant predictor of all specific dimensions of JS, with explained variance ranging from 27.9% (OP) to 42.1% (C). The strongest effects were observed for C ($R^2 = 0.421$, $\beta = 0.649$), W ($R^2 = 0.395$, $\beta = 0.628$), and CR ($R^2 = 0.372$, $\beta = 0.610$), suggesting that GOC plays a particularly important role in shaping interpersonal relationships, the quality of the work environment, and employees' perceptions of being valued. These results confirm both H1 and H2.

The results of this study are consistent with previous research [6, 12] that highlighted the positive role of GOC in shaping employee attitudes. Similar to [6], which found that GOC significantly increases both JS and organizational commitment, the present findings confirm that GOC has a strong positive impact on JS, as well as on all its individual dimensions. While [6] emphasized the mediating role of JS in linking GOC and organizational commitment, this study adds further evidence by showing that GOC directly contributes to multiple aspects of JS, such as communication, recognition, and working conditions. In both cases, the results suggest that fostering a GOC benefits not only environmental sustainability but also employee well-being.

CONCLUSION

The conducted research aimed to examine whether green organizational culture influences overall job satisfaction and its specific dimensions in Serbia. Our findings suggest a strong and positive relationship between green organizational culture and job satisfaction, indicating that employees who perceive their organizations as environmentally responsible also report higher satisfaction with their work. These findings strengthen the argument that organizations should invest in cultivating a green culture, as it improves employees' job satisfaction at both the global and dimensional level. The results show that the biggest positive impacts are seen in coworker relations, working conditions, and recognition, pointing managers toward the areas where green culture can most effectively improve both sustainability and employee satisfaction. Although the present study offers useful insights into how green organizational culture relates to job satisfaction in Serbia, it also has a few notable limitations. The main limitation is the relatively small sample ($N = 82$), which restricts the generalizability of the findings. Moreover, while previous research suggests that job satisfaction may vary depending on factors such as industry [4, 6], company size, gender [23], and job position, these potential differences could

not be examined here due to the limited sample, as such analyses would not have yielded reliable results. Second, this study relied on a shortened version of the questionnaire measuring green organizational culture, which did not capture the full range of its specific dimensions, (more in [5]), thereby limiting the depth of the analysis.

Future research should address these limitations by including larger and more diverse samples that would allow for subgroup comparisons, as well as by employing more comprehensive instruments to measure the multidimensional nature of green organizational culture. In doing so, future studies could provide a more nuanced understanding of how green organizational culture operates across different organizational contexts and employee characteristics, thereby strengthening the validity and applicability of the findings.

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