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The Role of Institutional Communication in Establishing the Green Organizational Culture in the Economic Institution

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Abstract:

Green culture is one of the most important themes for sustainable development. This is why many organizations have begun to explore the possibility of adopting green issues in their organizational practices and adjusting their strategic plans. This strategy aims to help them make decisions that create a green organizational culture, involving the promotion of green behaviors among workers. In this article, we attempt to shed light on the role of institutional communication in establishing a green culture in the economic institution.

Keywords: *Role; Institutional Communication; Organizational Culture; Green Organizational Culture; Development; Sustainable Development*

I. INTRODUCTION

Green sustainable development is one of the most crucial issues impacting institutions, with pro-environment workers' behavior helping to progressively mitigate environmental problems. Consequently, many institutions have started embracing green practices in their regulatory frameworks, especially as ISO standards evolve, becoming an integral part of the organization's culture. As a result, many organizations are exploring the possibility of incorporating green issues into their organizational practices and adjusting their strategic plans. This strategy aims to guide decisions in creating a green organizational culture among workers that positively influences the environment.

In this context, the cultural structure of institutions plays a crucial role in determining environmental practices. Culture creates pressure on workers, urging them to align their actions with cultural values. If institutions expect environmental practices to align with the enterprise's orientation or so-called corporate ideological values, the organizational cultural structure becomes vital in ensuring a successful cultural transformation. Therefore, institutions must adopt new, non-traditional management and behavioral methods and systems to effectively address today's environmental challenges. While these methods, systems, and behaviors are well-applied in institutions, there is a need to embrace the application of a green organizational culture in their human resource practices. This cultural shift aims to change workers' attitudes towards its application, with trends being crucial and influential in changing individual behavior and motivation to adopt green cultural practices that support the organizational culture of the institution.

As a result of the evolving relationship between the external environment and the enterprise, the institution must consider its interaction with the internal and external environment. An institution cannot be conceived without communication linking its entire staff with its external surroundings. Without it, the institution cannot stabilize and achieve progress, especially in the light of global open interaction and constant communication. In order to position the institution as a source of new values, the aim is to grant the institution social legitimacy and integrate it into society by strengthening the commercial and service dimensions alongside the human dimension. If the communication process in any institution is essential, it becomes even more critical when it concerns the lives of individuals and the safety of their environment and the surroundings in which they live. Therefore, the institution's environmental education, sensitization, and awareness are grounded in effective communication. Given this significance, through this study, we will attempt to demonstrate the role of institutional communication in establishing the characteristics of green organizational culture and green behaviors for actors in the Algerian institution.

1. Organizational culture and green

Green organizational culture is one of the new concepts at the institutional level in view of the concerns imposed on the institution by the environment. Through this element, we will try to learn about the concept through the following point.

1.1 Corporate culture

It is the dominant or dominant direction of the enterprise, which is the special way of doing things that distinguish the enterprise from others and give an important character to the institution's past, its fundamental events and its potential development.

One of the future dimensions of institutions is the green enterprise culture that, insofar as it makes the institution environmentally friendly from within, otherwise the institution is a green mental image of its audience and if that is what we expect in each institution's future.

corporate culture represents the direction, values and principles of the enterprise.

1.2 The concept of green organizational culture:

Green organizational culture is a new research field, there is no consensus on its definition and the definition (Northon, 2015, p. 125) of organizational culture prevailing in an enterprise can be easily adapted to green organizational culture.

The green organizational culture (Chang, 2015, p. 451) is defined as a pattern of common basic assumptions about environmental management and its problems, and the culture covers symbols and social stereotypes, shared values and these beliefs and values form norms on environmental management and standard behaviors expected of workers.

He explained (Saharan, 2013). A green organizational culture was a critical factor for the Organization's performance and strategy, achieving a competitive advantage by strengthening its adaptive capacities to match the environment, providing solutions to existing problems, guiding actions and conducting its objectives environmentally. It was aimed at improving compatibility, cohesion and creativity to improve the efficiency of the Organization by stimulating workers' enthusiasm

(Gurlek 2017, p. 467) noted that green organizational culture is the basic common assumptions that guide the conduct of workers within the organization and its processes in terms of environmental management and protection.

Moreover, (Khazal, 2018, p. 130) explained that they represent all activities that encourage the organization's employees to engage in environmentally conscious behaviors by changing its organizational culture to green, allowing it to develop old ideas and behaviors that reduce its environmental problems and added that the objectives of adopting this green culture are to improve compatibility, cohesion and motivate workers, Facilitating decision-making creates competitive advantages, and transformation initiatives to improve pro-environmental behaviors through two perspectives.

- a- The first is a resource-based perspective on competitive advantage.
- b- The second is a strategic perspective for achieving environmental performance.

Through the listed definitions about green organizational culture, we find that they represent the various activities and behaviors found in the Foundation, through which the Foundation aims to protect the environment.

II. Green organizational culture's objectives:

The importance and objectives of green organizational culture are growing and have proven to be one of the critical success factors of corporate performance, strategies and competitive advantage from the imbalance of enhancing adaptability to suit the environment, guiding actions and providing solutions to existing problems and facilitating the achievement of environmental goals (Kucukgiu, 2015, p. 80) The purpose of adopting the company's green organizational culture is:

- Improved compatibility and coherence.
- Motivating employee enthusiasm and creativity to improve the company's competence.
- Their impact on workers' behavior is significant and can be linked to green worker behavior or pro-environmental behavior in the decoy (Sanyal, 2017, p. 60)

Another stream of researchers sought to consider how organizational cultural greening could have economic as well as environmental benefits. These advantages could accumulate from two main perspectives (Harris, 2002, p. 214), adopting a resource-based perspective on

competitive advantage. Before integrating environmental concerns into an enterprise's culture may provide environmental capabilities that will be difficult for a competitor to imitate.

- Strategic perspective to achieve the level of environmental performance demanded by green stakeholders (workers, organizers, pressure groups)

Through this, the main objective of adopting a green organizational culture is to facilitate actions, decisions and transformation initiatives that will improve pro-environmental behavior by establishing a clear green vision and strategy by the Foundation, which will ultimately enable better decisions to be made in line with the Foundation's environmental priorities.

2. Dimensions of green organizational culture

Both (Harris, 2016, p. 222) (Khazal, 2018) have used a measure that includes three dimensions:

- The depth of greening organizational culture: This dimension indicates the extent to which green values and sensitivity are reflected in organizational and artistic creations.
- Degree of greening of organizational culture: indicates the extent to which managers see ecological values, creative process and organizational masterpieces.
- Greening organizational culture: Managers believe that emotions and behaviors will be displayed throughout the organization.(Marshall 2015, p. 434) measured green organizational culture with six main indicators:
 - I provide information to all employees to understand the importance of social sustainability in the enterprise.
 - Trying to promote social sustainability in all departments as a key goal.
 - The Foundation has a clear policy of promoting social sustainability.
 - Social sustainability is the organization's top priority.
 - Social sustainability is an institutional value.
 - The Foundation is responsible for social sustainability.

2.1 A swot model for an institution that aims to be green is shown in figure No. 01

Figure No. 01 "A matrix model for an institution aiming to be green."

Weakness	Strengths
Green strategies are high-cost investments and may not be liquidity to apply them. Green strategies have a long-term goal and are more likely to be long-term	Energy Saving Lower production cost Give high quality image Improving working conditions
Threat	Opportunity
Instability of the international financial situation generates the need to reduce the cost of products The possibility of decreasing sales from green sales Domestic markets should follow international green trends otherwise they will be isolated and lose some consumers	Better image of the institution Increased sales of green products Get new consumers in market share Achieve profitability

Source: (cavallo, p. 120)

It is clear from this model that each institution adopts a green organizational culture strategy has in many respects an addition through the above table. Therefore, after analyzing the strategic status of the institution, one of the main objectives of communication is to build a good image of the institution, especially the citizenship image of the environmental issue. The organizational culture of the institution is based on the principle of acceptance within the institution and then transports through the institutional actors' chains.

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3. Workers' green behaviors:

3.1 The notion in the definition of (Northon 2014, p. 49) is that a staff member's green attitude or behavior contributes to environmental sustainability at work by providing available resources such as appropriate water use, turning off lights if not used, providing paper for use and mentioning elements of green behavior to the staff member includes:

- Sustainable action.
- Conservation of natural resources.
- Influence others.
- Initiative and avoidance of losses.

He also noted (Safari, 2018) that the green behavior of the worker represents every behavior performed by the employee to conserve resources, and improves their utilization while not harming the environment, taking into account the right of future generations to have adequate resources and a safe environment for them. They also emphasized the importance of leaders exercising green behavior in the institution, as workers consider them as role models. In this regard, he noted (Waha, 2020) that there are two types of green behaviours for workers:

- a. Green behaviors required: These are carried out in the context of the job duties required for employees such as adherence to regulatory policies and changing working methods.
- b. Voluntary green behavior: It involves a personal initiative that exceeds organizational expectations, whereby employees can test an enterprise's demand for environmental behavior such as priority environmental interests, encouragement of others, initiation of environmental programmers and policies.

3.2 Dimensions of Workers' Green Behaviors:

(Northon 2015, p. 120) has a key dimension measure:

- Conservation behaviors: The main causes of green behaviors include:

- Reuse
- Recycling

- Job sustainability: Workers' interest in performing job tasks in a way that makes them enjoy positive environmental performance. These behaviors are related to the workplace and work itself. Workers search for new products and services.

- Avoiding harm: It means avoiding negative environmental behaviors at work. The positive aspect of these green behaviors that avoid harm is behaviors that outweigh pollution - and feel responsible for future generations that strengthen the ecosystem.

- Impact on others: These behaviours have no direct environmental benefit, but have a significant impact on the environmental end result by influencing stakeholders and employees, including the education, involvement and motivation of employees to participate in pro-environmental initiatives.

- Initiative: The initiative's behaviours reflect the principled spirit and increased work of the employee, self-sacrificing procedures, and can be directed at workers who are lobbying for the implementation of the organizational recycling programmer and not just the conservation of resources (Elnager, 2020).

4. Institutional Communication and Green Culture in the Foundation.

4.1 Concept of institutional communication

Institutional Communication "is a communication that combines internal administrative communication in its three forms (ASIC-NAZL-Horizontal), between the organization's communication with the surrounding external community, and remains governed by the conditions and possibilities available and surrounding the institution, in order to achieve the aims and gains of the institution." (Flyncy)

Ahmad Khater defines it as "a compilation of data and information necessary for the continuation of the administrative process, transmitting it and broadcasting it so that the individual or group can inform others of new matters and information or influence the behavior of individuals and groups to change and direct such behavior to a particular destination, and it can be considered as one of the ingredients of any institution in terms of administrative management elements." (Belhaji, 2003)

Institutional liaison is also defined as "a communication of a public or private institution, which is in the direction of employees, clients, partners or other organizations. Institutional communication allows the institution to assess its identity and mental image across the various audiences, and through institutional communication the institution can be seen as a social organization." (Mbianda.2012)

"Institutional communication includes all communications operations for the purpose of developing the reputation of the institution and who has improved and preserved its mental image in the public." (Giquel.2006)

"Thus institutional communication is an official communication by the Foundation through the exchange of information of public interest. Institutional communication also works to maintain social controls. Responsibility in this area rests with public institutions or organizations that invest in charitable works in society." (Shafiq Rahman, 2006)

A simple institutional communication is every formal communication process within the institution, through which it aims to assess the mental image of its audience.

We can say that institutional communication is based on:

1. Comprehensive communication policy of the institution without infringing it.
2. Institutional communication expresses the institution's internal and external communication to a greater extent.
3. The corporate communication strategy is based on the analysis and diagnosis of the institution's internal and external communication.
4. Institutional communication is structured and planned.
5. Institutional communication takes multiple media in the strategy.
6. Institutional communication shall be time-bound.
7. Institutional communication can be evaluated periodically and modified if necessary.
8. Institutional communication works to familiarize the enterprise with its products in a different way from commercial communication to reach so-called citizenship institutions.

III. Effective communication in establishing green organizational culture:

As mentioned earlier, organizational culture is the set of behavioral norms, values and expectations in which actors within the institution share here. Decision makers within the institution must take from values and feedback different versions in which individuals share their attitudes and interact on multiple subjects, including the environment. In view of the changes in the organizational environment, institutions, particularly economic ones, have been forced to adopt conscious and rational behaviours in sustainable development under the name of green culture or green behaviours, drawing on all knowledge and experience in this area. Green organizational culture is influenced by:

- Employees' views and directions regarding the environment and its issues.
- The extent of employees' commitment to the public image that the organization shows itself within society through its environmental and social commitment.
- Environmental products or products harmless to the environment.
- The human resource's sense and degree of satisfaction with the institution and the image they hold and transmit to the outside audience as sustainable behavior.
- The human resource's contribution to the design of environmental advertisements, folders and publications as a means of communication between the institution and society.
- The contributions and services of the Foundation and its impact on the community to gain a good image and reputation.
- In addition to the nature of physical and moral stimulation that can make the difference clear in the prominence of green culture
- Sensitization and awareness campaigns so that persuasive communication plays an effective role in the emergence of green behaviors as it works to change the attitudes and mindset of individuals and guide their behaviours according to the sustainable content of the institution, relying on sensitization and volunteering campaigns such as philanthropy and volunteerism to achieve the Foundation's citizenship image.

Through this, we can conclude that institutional communication plays an active role in the new direction imposed on institutions, especially economic ones, within the framework of sustainable development, on the one hand, and on the other hand, the framework of competition imposed by the market.

Thus, institutional communication in the context of organizational culture aims to achieve the following points:

- For workers within the enterprise:

The objectives of institutional communication for employees can be determined only within the framework of what employees want to know about the institution or its senior management, which management tries to provide for workers. The objectives of institutional communication for employees can be defined as follows:

- Familiarize workers with the latest developments in the Organization, and familiarize them with the Organization's objectives, possibilities and what it can actually offer them.
- Provide workers with information on the organization's policy, plans and problems.
- Enabling the organization's employees to participate in decision-making processes by presenting these decisions through institutional channels of communication for discussion and deliberation.
- Increasing staff's job satisfaction and sense of belonging to the organization.

- For management:

- Used by the Department in the areas of guidance, guidance, outreach, etc.
- The Department uses it to identify the reaction of its policies to the public.
- The Department uses it to identify the public's attitudes towards it and the enterprise.
- Aims to communicate leaders' policies and programmers to the public.

IV. Conclusion:

What can be said and concluded above is that communication within the framework of the Foundation plays an active role in the establishment of a green organizational culture, especially this new type of communication, namely institutional communication responsible for considering it as an effective strategy in its success, taking into account the environmental and social dimension of the institution's concerns.

Thus, it can be said that green organizational culture can be achieved only through responsible institutional communication and its effective role in this green recruitment and training on the one hand and in the dissemination and dissemination of self-information related to green organizational culture and therefore whenever the enterprise adheres to the effective institutional communication pattern at all levels whenever its objectives are achieved and vice versa whenever the communication process is sterile or not in all respective aspects of its functions, whenever the failure and loss of the digital media is achieved.

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