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## Cita sugerida (APA, séptima edición)

Mohamed, M. (2025). Green Work and Organizational Change: Strategies for Adapting to Environmental Transitions. *Revista Sociedad & Tecnología*, 8(3), 483-501. DOI: <https://doi.org/10.51247/st.v8i3.524>.

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## Green work and Organizational Change: Strategies for Adapting to Environmental Transitions

### ABSTRACT

The study "Green Work and Organizational Change: Strategies for Adapting to Global Environmental Transitions" addresses the impact of environmental transitions on organizational structures and labor markets, focusing on the adaptation of organizations through the adoption of green work practices. The study reviews the causes of environmental transitions, such as climate change and resource depletion, and their impact on the labor market and organizational structure. It also focuses on adaptation strategies, including the adoption of green work practices, organizational restructuring, and environmental innovation. The study further examines the challenges organizations face, such as financial and cultural pressures, the role of leadership in driving change, and highlights successful experiences while emphasizing the importance of collaboration between the public and private sectors to achieve environmental sustainability.

**Keywords:** work, green work, organizational change, adaptation strategies, environmental transitions.

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## Trabajo Verde y Cambio Organizacional: Estrategias para Adaptarse a las Transiciones Ambientales

### RESUMEN

El estudio "Trabajo Verde y Cambio Organizacional: Estrategias para Adaptarse a las Transiciones Ambientales Globales" aborda el impacto de las transiciones ambientales en las estructuras organizativas y los mercados laborales, centrándose en la adaptación de las organizaciones a través de la adopción de prácticas laborales verdes. El estudio revisa las causas de las transiciones ambientales, como el cambio climático y el agotamiento de recursos, y su impacto en el mercado laboral y la estructura organizativa. También se enfoca en las estrategias de adaptación, que incluyen la adopción de prácticas laborales verdes, la reestructuración organizativa y la innovación ambiental. El estudio examina además los desafíos que enfrentan las organizaciones, tales como las presiones financieras y culturales, el papel del liderazgo en el impulso del cambio, y resalta experiencias exitosas mientras subraya la importancia de la colaboración entre los sectores público y privado para

lograr la sostenibilidad ambiental.

**Palabras clave:** trabajo, trabajo verde, cambio organizacional, estrategias de adaptación, transiciones ambientales.

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## **Trabalho Verde e Mudança Organizacional: Estratégias para se Adaptar às Transições Ambientais**

### **RESUMO**

O estudo "Trabalho Verde e Mudança Organizacional: Estratégias para se Adaptar às Transições Ambientais Globais" aborda o impacto das transições ambientais nas estruturas organizacionais e nos mercados de trabalho, com foco na adaptação das organizações por meio da adoção de práticas de trabalho verde. O estudo revisa as causas das transições ambientais, como as mudanças climáticas e o esgotamento dos recursos, e seu impacto no mercado de trabalho e na estrutura organizacional. Também se concentra nas estratégias de adaptação, incluindo a adoção de práticas de trabalho verde, a reestruturação organizacional e a inovação ambiental. O estudo ainda examina os desafios enfrentados pelas organizações, como pressões financeiras e culturais, o papel da liderança na condução da mudança, e destaca experiências bem-sucedidas, enfatizando a importância da colaboração entre os setores público e privado para alcançar a sustentabilidade ambiental.

**Palavras-chave:** trabalho, trabalho verde, mudança organizacional, estratégias de adaptação, transições ambientais.

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### **INTRODUCTION**

In light of the environmental challenges the world is facing, "green work" has become a central concept in business and organizational discussions. Green work is defined as those professional activities that focus on preserving the environment, reducing the environmental impact of production processes, and adopting sustainable practices across various economic sectors. These practices are not limited to environmental industries but extend to all fields aimed at conserving natural resources, mitigating climate change, and promoting the circular economy. With the accelerating global environmental transitions due to climate change and the international pressure on governments and organizations to implement better environmental practices, green work has become a strategic necessity rather than an option.

The environmental transitions of the current era are not merely reactions to natural changes but are responses to an evolving economic and social reality. Climate change, air and water pollution, resource depletion, and rising temperatures are issues that directly affect the work environment in various institutions. These challenges require global organizations, whether governmental or private, to reconsider their strategies and structures to align their operations with the requirements of environmental sustainability.

### **Section One: The Methodological Framework of the Study**

Clarifying the Relationship Between Environmental Transitions, Organizations, and Work  
Environmental transitions play a pivotal role in shaping work practices and altering organizational structures worldwide. Sustainability has become a key driver of economic and social transformations, prompting many companies and governmental bodies to adopt advanced environmental policies. These transitions impact every aspect of work, from the design of products and services to the organization of teams and processes within

institutions.

Green work is no longer limited to specialized roles in the environmental field but has become an integral part of modern organizational cultures. For instance, it is now common for institutions to employ experts in renewable energy, sustainability, and emission-reduction technologies. Thus, green work is reshaping workforce compositions and role distributions within organizations. Adopting environmental sustainability principles in work practices not only improves the institution's image but also contributes to enhanced overall performance and long-term competitiveness.

## **2.The Importance of the Topic**

The Necessity for Organizations to Adapt to Environmental Changes Imposed by Global Climate Policies

Environmental issues have gained unprecedented importance on the global stage due to the increasing environmental challenges facing the Earth. Through green transformation strategies, countries and organizations aim to improve environmental sustainability and reduce the impacts of climate change. These policies require institutions to modify their work patterns to align with the evolving legal and environmental frameworks. Therefore, integrating global environmental policies with business operations is a strategic necessity to ensure the continuity of businesses and their alignment with market demands. Organizations that fail to adapt to these changes may face difficulties in remaining competitive in the market or may incur higher organizational costs due to emissions penalties or environmental taxes. On the other hand, organizations that succeed in integrating green work practices into their operations enjoy greater access to new markets, attract talented employees, and maintain their environmental reputation.

The Significant Impact of Environmental Transitions on Work and Organizational Strategies

The importance of environmental transitions is increasing not only in terms of environmental regulations but also in terms of changes in consumer and corporate behavior. Environmental sustainability has become a key factor in determining the success or failure of companies both locally and internationally. Organizations that keep up with these changes and transition their businesses to more sustainable models are better able to adapt to future economic challenges. Environmental transitions affect work and organizational strategies by altering work priorities. For example, many companies now focus not only on production and financial efficiency but also on the environmental impact of their products and services. While these environmental strategies were once considered an addition to business operations, they have now become an integral part of the organizational structure. The effect of environmental transitions on work can be observed through the emergence of new jobs requiring specialized skills in areas such as renewable energy, waste management, green building technologies, and environmental innovation. It has also become essential for institutions to adapt their organizational structures to keep pace with these transitions, including transforming work teams into interdisciplinary teams focused on sustainable environmental solutions.

## **3.Objectives of the Topic**

Exploring Organizational Adaptation Strategies in the Face of Environmental Challenges

This paper aims to provide a comprehensive analysis of the organizational adaptation strategies adopted by institutions to face environmental challenges. We will explore how organizations can develop environmental policies that support sustainability through the adoption of green work and how organizational structures can be restructured to align with these environmental transitions. By reviewing the major global trends in this field, we will examine how the role of green work can be activated to enhance work effectiveness and institutional innovation.

### Highlighting Green Work and Its Impact on Institutional Structures

The paper will focus on studying the impact of green work on organizational structure, how environmental sustainability policies contribute to reshaping organizations, and how they affect role and task distribution within institutions. We will analyze how green work contributes to developing an innovation-driven and productive work environment, and we will also discuss the role of leadership in achieving this transformation.

#### 4. Study Problem:

The environmental transitions the world is witnessing today present significant challenges at various levels, both in terms of the environment itself and the economic and social impacts resulting from them. With the increasing environmental awareness due to climate change, depletion of natural resources, and rising pollution rates, organizations urgently need to adapt their structures and strategies to align with these environmental transitions. Green work is considered one of the modern concepts that reflects attempts to achieve environmental adaptation; however, its implementation requires significant changes in how work is conducted within organizations, which raises questions about how to manage these changes in the face of economic, cultural, and institutional challenges.

#### Core Study Question:

- How can organizations adapt to global environmental transitions by adopting green work strategies and organizational change? And what is the impact of this adaptation on organizational performance?
- Sub-questions:
- Does adopting green work strategies and environmental transitions positively affect organizational performance?
- How do financial and cultural challenges influence the speed of green work strategy implementation in organizations?
- What is the role of transformational leadership in driving cultural change towards green work and achieving environmental sustainability in organizations?
- Do environmental challenges contribute to the creation of new green jobs, leading to a transformation in the labor market structure?
- How does collaboration between the public and private sectors contribute to accelerating organizational change towards environmental sustainability?

#### 5. Study Hypotheses:

**Hypothesis 1:** There is a positive relationship between adopting green work strategies and environmental transitions on one hand, and improving organizational performance on the other hand.

**Hypothesis 2:** Organizations face financial and cultural challenges when trying to adapt to environmental transitions, which affects the speed of green work implementation.

**Hypothesis 3:** Transformational leadership plays a key role in stimulating cultural change in organizations towards green work and achieving environmental sustainability.

**Hypothesis 4:** Environmental challenges contribute to the creation of new green jobs, leading to a transformation in the labor market structure.

**Hypothesis 5:** Collaboration between the public and private sectors contributes to accelerating organizational change towards environmental sustainability.

The problem focuses on organizational and environmental adaptation amidst global environmental transitions, identifying green work strategies that can help organizations adjust to these transitions. The study questions how green work can be applied within organizational contexts, and the factors influencing the success of these environmental

policies, including institutional leadership, financial challenges, and global environmental policies.

## 6. Study Concepts Clarification:

### 1. Work

**First Definition:** Work is a set of activities and tasks performed by an individual in exchange for wages or income, encompassing both physical and intellectual labor requiring physical or mental effort from the person (Friedlander, 1980). This definition reflects a traditional view of work as a set of activities carried out within the framework of the economic system. However, with societal development, its meaning has evolved to include unpaid work such as domestic chores and volunteer work.

**Second Definition:** Work is the interaction between humans and their resources to achieve a social or economic goal, and this interaction can occur on an individual or collective level (Kaufman, 2008). This definition highlights the importance of work in achieving economic and social objectives at a level greater than just being a means of financial gain, reflecting the complex relationships between work and society.

**Third Definition:** Work consists of activities undertaken by individuals to achieve specific goals, whether material or immaterial, and includes both manual and intellectual tasks that contribute to meeting the needs of the community or organization (Abdulaziz Al-Haddad, 2010).

**Fourth Definition:** Work is the process in which individuals apply intellectual or physical effort to earn material or immaterial income that contributes to improving their social and economic status (Mohammed Al-Qahtani, 2015).

**Operational Definition:** Work refers to any organized activity undertaken by an individual or group within a social or economic organization to achieve specific objectives, with an emphasis on the interaction between individuals and work resources.

### 2. Green Work

**First Definition:** Green work refers to jobs that directly contribute to environmental preservation, pollution reduction, and the sustainability of natural resources through environmentally friendly techniques and practices (Stern, 2006). This definition shows that green work extends beyond the traditional environmental sector to include various industries such as renewable energy, waste management, and sustainable agriculture.

**Second Definition:** Green work involves any work that contributes to improving the environmental efficiency of organizations and reduces their environmental footprint through changes in processes, production, and services (OECD, 2011). This definition presents green work from an industrial and economic perspective, illustrating how it affects the sustainability of organizations.

**Third Definition:** Green work is any work that contributes to environmental preservation and reducing negative impacts on nature through the adoption of eco-friendly practices and technologies (Sara, 2017).

**Fourth Definition:** Green work includes activities aimed at reducing pollution and using resources sustainably, encompassing areas such as renewable energy, recycling, and sustainable agriculture (Al-Zahrani, 2018).

**Operational Definition:** Green work refers to any job or activity that contributes to improving environmental conditions by applying practices and technologies that reduce negative impacts on the environment.

### 3. Organizational Change

**First Definition:** Organizational change is the process of modifying the organizational structure, processes, or culture within an organization to improve performance or adapt to a changing environment (Kotter, 1996). This definition focuses on internal change in the organization to enhance performance and ensure a suitable response to environmental or market changes.

**Second Definition:** Organizational change includes any ongoing transformation in policies, strategies, or structures of institutions aimed at improving organizational effectiveness or sustainability in new environmental and social contexts (Burnes, 2004). This definition reflects a more holistic view of organizational change, encompassing all modifications at the strategic and cultural levels.

**Third Definition:** Organizational change is the process by which individuals or institutions modify their policies, structures, or working methods to improve performance and adapt to external changes (Al-Barai, 2014).

**Fourth Definition:** Organizational change is the transformation that occurs in an organization's policies and strategies due to environmental, market, or technological changes to enhance competitiveness (Ragab, 2019).

**Operational Definition:** Organizational change refers to the modification of work structures, organizational strategies, or culture to adapt to environmental or technological changes affecting the organization's operations.

### 4. Adaptation Strategies

**First Definition:** Adaptation strategies are the methods followed by organizations or individuals to cope with environmental challenges or changes (Lazarus & Folkman, 1984). This definition sees adaptation as a psychological and social process, viewed as a response to environmental or economic challenges.

**Second Definition:** Adaptation strategies are actions and measures taken by organizations to ensure adjustment to changes in their internal and external environments, such as economic or environmental changes (Pearce & Robinson, 2011). This definition focuses on adaptation strategies from an organizational perspective, including institutional adaptation to environmental changes.

**Third Definition:** Adaptation strategies are the means followed by individuals or organizations to cope with the challenges and pressures they face, aiming to reduce negative effects on overall performance (Al-Saadi, 2016).

**Fourth Definition:** Adaptation strategies are a set of measures taken by organizations to address changes in their internal or external environments, aiming to maintain their sustainability and flexibility (Al-Mahdi, 2017).

**Operational Definition:** Adaptation strategies are actions and measures taken by organizations to achieve adjustment to environmental or organizational changes, focusing on improving performance and work sustainability.

### 5. Environmental Transitions

**First Definition:** Environmental transitions are changes occurring in the natural environment due to human activities or natural disasters, including changes in climate,

biodiversity, and the use of natural resources (Al-Ghamdi, 2015). This definition well explains the impact of human activities and natural disasters on the environment. However, it would be beneficial to include the impact of environmental transitions on social and economic dimensions, as these transitions directly affect individuals and communities.

**Second Definition:** Environmental transitions are continuous changes in the ecosystem due to human interaction with the environment, leading to long-term impacts on natural resources and environmental health (Riyadh, 2018). This definition highlights an additional aspect by emphasizing the continuous nature of these transitions and their long-term effects. However, practical or specific examples would clarify how human interactions lead to environmental transitions.

**Operational Definition:** Environmental transitions are continuous changes occurring in the natural environment as a result of human activities such as industry and agriculture, as well as climate change and natural disasters. These transitions include changes in climate, biodiversity degradation, and resource depletion, significantly affecting ecosystems and environmental health in the long term.

**Chapter Two:** Global Environmental Changes and Their Impact on Work and Organization

**Environmental Changes and Their Causes:** Environmental changes refer to the profound and widespread alterations occurring in the Earth's ecosystem, which directly or indirectly affect human activities, including work and organization. These changes include rapid climate shifts, the ongoing depletion of natural resources such as water and fossil fuels, as well as the growing environmental awareness among individuals, governments, and companies. These changes are not merely reactions to nature but are the result of social, economic, and political pressures aimed at addressing the environmental and economic risks faced by the Earth.

#### **Causes of Environmental Changes:**

**Climate Changes:** The world is witnessing a rise in temperatures, leading to severe environmental changes such as droughts, floods, and storms, necessitating the adoption of more sustainable solutions.

**Depletion of Natural Resources:** The increased consumption of natural resources like fossil fuels, minerals, and water, resulting in threats to human life and ecosystems.

**Increased Environmental Awareness:** The substantial growth in public awareness and scientific reports on environmental damages, such as those from the Intergovernmental Panel on Climate Change (IPCC), has pushed the international community to implement sustainable environmental policies.

#### **Impact of Environmental Changes on the Labor Market:**

##### **A. Emergence of Green Jobs:**

In light of the current environmental challenges, "green jobs" have emerged as a core part of the global labor market. These jobs range from environmental conservation to more advanced fields in renewable energy and sustainable practices. Green jobs include:

**Environmental Conservation Jobs:** Such as environmental monitors, environmental quality experts, and environmental consultants.

**Renewable Energy Jobs:** Ranging from solar and wind energy engineers to technicians specializing in the installation and maintenance of these systems.

**Circular Economy:** Experts in material recycling and sustainable product design.

## **B. Development of Sustainable Industries and Emergence of New Specializations:**

### **This includes:**

**Green Industries:** Industries such as environmental manufacturing, recyclable materials, electric vehicles, and green construction are evolving, opening up new specializations in these areas.

**Environmental Specializations:** From fields such as Earth sciences and environmental engineering to emerging disciplines like sustainable urban engineering and sustainable water management, which are increasingly in demand in the workforce.

### **Changes in Organizational Structure:**

#### **A. Impact of Environmental Policies on Organizations:**

The global shift towards environmental sustainability significantly impacts organizational structures. In the past, traditional organizational structures prevailed, with clearly defined roles and tasks, which did not allow for rapid adaptation to environmental challenges. Today, there is a shift towards sustainable organizational structures aimed at:

**Distributing Environmental Responsibilities Across Departments:** Such as incorporating human resources and marketing departments into the development of green strategies.

**Flexibility and Innovation in Organizational Design:** Adopting more flexible strategies that enable adaptation to rapid environmental changes.

#### **B. How Environmental Requirements Affect Organizational Design and Work Strategies:**

##### **These include:**

**Restructuring Departments:** Environmental policies may lead to the creation of new departments such as an environmental sustainability department or the formation of teams dedicated to environmental projects.

**Focusing on Environmental Goals:** Environmental policies require setting measurable and achievable objectives in every aspect of the organization, such as reducing carbon emissions or using renewable energy.

**Hybrid Work and Remote Work:** The environmental context brings changes in work methods, emphasizing remote work as a tool to reduce environmental pollution resulting from commuting. This, in turn, reshapes communication and collaboration methods within the organization.

These transformations contribute to enhancing the flexibility of organizations and providing innovative solutions to address environmental challenges, thus strengthening their ability to sustain themselves in the contemporary work environment.

### **Chapter Three: Strategies for Adapting to Environmental Transformations**

**Adopting Green Business Strategies in Organizations:** a. How to Implement Environmentally Friendly Policies in Daily Business Operations: In the era of environmental transformations, it has become crucial for organizations to adopt green business strategies to become part of the environmental solutions rather than a source of environmental problems. Organizations rely on a set of environmentally friendly policies applied across all daily business operations, such as:

**Waste Reduction:** Adopting methods to reduce waste by improving production processes, enhancing recycling, and optimizing resource use.

**Reducing Energy Consumption:** By utilizing renewable energy technologies such as solar or wind power, and improving energy efficiency in buildings and industrial facilities.

**Sustainable Purchasing:** Adopting purchasing strategies focused on environmentally friendly products and services that use recycled materials or are manufactured in ways that are less harmful to the environment.

**Environmental Training and Awareness:** Training employees on the importance of environmental sustainability and how to apply it in daily activities to ensure everyone adheres to environmental standards.

**b. Transforming Industrial Production and Services into Sustainable Practices:**

**Improving Production Sustainability:** This aims to reduce the environmental impact of industrial operations by adopting new manufacturing technologies such as the circular economy, which continuously recycles raw materials.

**Transitioning to Green Industries:** Involves the shift from traditional industries to more sustainable ones, such as recyclable industries or those that use renewable energy.

**Sustainable Services:** For the service sector, the focus is on improving the sustainability of services by reducing waste, adopting green transportation strategies, and using technological tools and techniques that support the environment.

**Restructuring Organizations to Meet Environmental Needs:** a. **The Importance of Organizational Structural Shifts to Align with Sustainability Requirements:** Environmental transformations require organizations to reconsider their organizational structures in line with environmental sustainability goals. This shift involves:

**Transforming Organizational Structure to a Sustainable One:** Integrating sustainability into all aspects of the organizational structure, such as creating dedicated environmental sustainability departments or assigning teams to monitor and evaluate environmental practices.

**Shifting Towards Green Leadership:** Promoting leadership that focuses on sustainability by demonstrating genuine managerial commitment to environmental sustainability goals, encouraging innovation, and developing green business strategies.

**Empowering Employees to Contribute to Sustainability:** Activating a sustainability culture among employees by empowering them to make innovative environmental decisions within a work environment that encourages green innovation.

**b. Modifying Organizational Processes and Systems to Meet Global Environmental Regulations:** To comply with global environmental regulations, organizations must adapt their processes and systems to align with local and international environmental laws and regulations, such as:

**Adapting to Environmental Standards:** Setting environmental standards within the organization's current systems to ensure that all processes comply with local and international environmental laws, such as carbon emission reduction standards or waste recycling.

**Environmental Compliance Strategies:** Conducting regular checks to ensure processes comply with environmental standards, using technological systems to improve monitoring and environmental reporting.

**Implementing Environmental Management Systems:** Establishing or updating recognized environmental management systems such as ISO 14001 to help improve environmental performance.

These changes in organizational structures and processes are essential steps in enabling organizations to adapt to rapidly accelerating environmental transformations and comply with global sustainability standards.

**Environmental Innovation as an Adaptive Strategy:** a. The Role of Innovation in Developing Environmentally Friendly Technologies and Products: Environmental innovation is a core component of strategies to adapt to environmental transformations. It helps develop new solutions that reduce the environmental impact of economic activities. Through innovation, organizations can develop technologies and products that respect the environment and reduce the consumption of natural resources. Key aspects of environmental innovation include:

**New Green Technologies:** Such as using solar and wind energy as alternatives to traditional energy sources, reducing carbon emissions and alleviating negative environmental impacts.

**Innovation in Sustainable Materials:** Developing alternative environmentally friendly materials that can be used in construction, packaging, and wrapping, such as biodegradable or recyclable materials replacing harmful plastics.

**Redesigning Products:** By improving product design to be more resource-efficient, with features like recyclability or extended use, reducing waste and enhancing production sustainability.

**Innovation in Production Strategies:** Developing new industrial production methods that reduce carbon emissions, such as clean manufacturing techniques that focus on minimizing the use of harmful materials and natural resources.

**b. How Organizations Can Leverage Green Technology in Their Operations to Improve Environmental Performance:** Green technology is a vital tool for improving environmental performance in organizations, enabling them to enhance their environmental efficiency and reduce resource consumption. This technology can be utilized in several aspects of an organization's operations:

**Technology in Energy Management:** Using technologies like artificial intelligence to manage energy consumption in industrial facilities and commercial buildings, resulting in reduced waste and improved energy efficiency.

**Technology in Supply Chain Improvement:** By using advanced software to optimize the management of environmental supply chains, carbon emissions related to transport and material distribution can be reduced.

**Innovation in Smart Manufacturing Processes:** Organizations can use technologies such as 3D printing to manufacture products that use fewer materials and help reduce waste.

**Environmental Analysis Using Big Data:** Analyzing environmental data using big data techniques to monitor the real-time performance of environmental processes and assess the environmental impacts of organizational decisions, helping improve business practices and provide more sustainable solutions.

**Environmental Measurement Tools:** Using tools such as air or water pollution sensors that help monitor the environmental impact of industrial operations and ensure they align with environmental regulations.

By integrating environmental innovation and green technology, organizations can enhance their environmental sustainability and achieve their economic and social goals in ways that minimize environmental impact and improve effective organizational performance.

**Fourth Axis:** Challenges Facing Organizations in Adapting to Environmental Transformations

Financial Pressures and Costs Associated with the Green Transition A. Cost of Adopting Environmental Strategies Compared to Expected Returns Financial challenges are among the most prominent barriers organizations face in their efforts to transition to green practices. Shifting to sustainable practices requires significant financial investments initially, such as developing new technologies, upgrading equipment, and adjusting production processes to align with environmental standards.

**High Initial Costs:** Investments in renewable energy technology or sustainable materials can be expensive. For instance, installing solar panels or building wind energy systems may be prohibitively costly compared to traditional options. Additionally, product innovation may require investment in research and development, further increasing the financial burden.

**Indirect Returns:** Although the direct returns from the green transition may be less apparent initially, long-term benefits include cost savings from reduced energy and resource consumption. Organizations that adopt green strategies can also improve their environmental reputation, which enhances customer loyalty and attracts them.

**Government Incentives and Regulations:** Many governments offer tax incentives and funding to support environmental transitions, which reduces the financial burden on organizations. However, these incentives may not be sufficient to cover the full costs of the environmental transition in all cases.

B. Challenges in Financing and Resources Required for Investment in Environmental Transition Financing represents one of the primary challenges organizations face in their journey toward environmental sustainability. Despite the environmental and social importance of the green transition, accessing the necessary financial resources remains a major obstacle for many organizations.

**Difficulty in Accessing Funding:** In some cases, companies may struggle to obtain loans or the necessary funding to invest in green projects. The transition to sustainable practices often requires large investments in new infrastructure or research and development, which may exceed available funding options.

**Risks Associated with Green Investments:** Some organizations are hesitant to take radical steps toward green transitions due to potential financial risks, including the uncertainty of obtaining tangible returns in the short term. While some believe the transition to green operations may increase operating costs in the short run, others oppose the idea due to uncertainty about achieving the expected returns.

**Pressure on Existing Financial Resources:** Many organizations face challenges balancing investment in environmental innovation with other financial needs such as wages, daily operations, and business expansion. Thus, decision-making regarding financing becomes complex, as organizations must balance environmental investment returns with other financial priorities.

Despite the financial challenges, the green transition still presents a significant opportunity for organizations to achieve long-term growth. Organizations that can explore innovative financing solutions (such as environmental partnerships or green loans) will be able to overcome these challenges and capitalize on the opportunities offered by the growing environmental market.

Cultural and Organizational Challenges A. Resistance to Change within Organizations Resistance to change is one of the most prominent challenges organizations face when trying to adapt to environmental transformations. Environmental change requires

adjustments in mindset and working methods that may be deeply embedded in organizational culture, making it difficult to achieve a smooth transition to more sustainable practices. Key reasons for this resistance include:

**Fear of the Unknown:** Many employees and leaders may feel anxious about environmental changes that could impact their jobs or the way they perform their work. Uncertainty about how changes will affect productivity and profitability strengthens this resistance.

**Clinging to Traditional Patterns:** Many organizations may be accustomed to traditional methods of production and operation, making them reluctant to adopt new practices that align with environmental sustainability. Some may see environmental efforts as requiring massive investments and long periods to yield the desired results.

**Lack of Environmental Awareness:** Some employees may lack knowledge about the importance of environmental transitions and the negative impacts of continuing unsustainable work practices, which makes it harder for them to understand the motivations behind the change and its long-term positive effects.

B. Role of Leadership in Driving Cultural Change Toward Environmental Sustainability  
Leadership plays a central role in managing and driving cultural change within organizations. In the context of environmental transformations, leadership must adopt an approach capable of motivating change toward an organizational culture that supports environmental sustainability:

**Effective Communication:** Leadership must clearly explain why environmental change is important and how it will benefit the organization and employees. Effective communication of long-term benefits can help reduce resistance.

**Leading by Example:** Leaders must adopt environmental practices themselves and serve as role models within the organization. When employees see leadership committed to environmental values, they become more willing to adopt these values in their work.

**Incentives and Rewards:** Leadership should develop motivational strategies that encourage employees to adopt sustainable environmental practices, such as rewarding teams that successfully reduce waste or energy consumption.

**Education and Training:** Continuous training for employees on the importance of environmental sustainability and green innovations can be part of the cultural change driven by leadership, helping to build an organizational culture that supports environmental transformations.

**Small and Medium Enterprises: Challenges and Opportunities**  
A. Challenges Faced by Small Businesses in Adapting to Environmental Transitions  
Small and medium enterprises (SMEs) often face a unique set of challenges in their efforts to adapt to environmental transformations, including:

**Limited Resources:** Small businesses may find it difficult to allocate the necessary budget to implement environmental strategies due to financial constraints compared to larger companies.

**Limited Innovation Capacity:** Due to financial and human resource limitations, small businesses may struggle to adopt green technologies or restructure their operations to meet new environmental standards.

**Legislative Complexities:** Small businesses may find it challenging to comply with increasing environmental regulations, especially when laws are continuously changing.

**Lack of Environmental Awareness:** Small businesses may lack full awareness of the importance of environmental sustainability or how to integrate it into their daily operations.

B. How Small and Medium Enterprises Can Achieve Environmental Sustainability with Ease  
Despite the challenges, there are many opportunities that small and medium enterprises can leverage to achieve environmental sustainability:

**Affordable Innovation:** Small businesses can seek cost-effective innovative solutions, such as improving energy efficiency or reducing material waste. Using information technology for environmental improvements can be a cost-effective option.

**Environmental Partnerships:** Small businesses can collaborate with other organizations or educational institutions to gain technical and financial support for achieving environmental sustainability. Partnerships provide an opportunity for knowledge exchange and access to funding sources.

**Leveraging Government Incentives:** Many governments offer financial incentives or tax exemptions to small businesses that adopt sustainable environmental practices. Taking advantage of these incentives can reduce the cost burden.

**Focusing on Local Solutions:** Small businesses can explore local environmental solutions that align with their budgets and help improve environmental efficiency in their daily operations.

**Environmental Education and Awareness:** Small businesses can invest in training employees on sustainability practices, which can improve environmental performance and contribute to building a sustainable culture within the organization.

**Chapter Five:** Successful Models and Experiences from Organizations that Adopted Green Practices

### **Case Studies of Organizations that Adopted Green Practices**

Presenting Successful Organizations that Adopted Effective Environmental Strategies:  
In recent years, many organizations have adopted innovative environmental strategies aimed at improving institutional performance through green practices. Among these experiences, several models stand out and have been admired by the environmental community:

**Patagonia:** The company has been a pioneer in applying environmental sustainability concepts in the clothing industry. It adopted sustainable production practices, such as using recycled materials and contributing to environmental conservation. Moreover, it introduced strategies to reduce carbon emissions through sustainable transportation techniques.

**Tesla:** Although a technology company, Tesla is one of the leaders in environmental transformation due to its electric car technology. This type of innovation has contributed to reducing carbon emissions and has inspired other companies to follow the same path.

**IKEA:** IKEA relies on the use of eco-friendly materials and shifting production towards sustainable practices. It also works to reduce carbon emissions by developing more efficient charging methods and expanding the use of renewable energy.

Studying the Impact of These Policies on Improving Institutional Performance:  
Adopting environmental policies can lead to improvements in institutional performance on several fronts:

**Enhancing Corporate Reputation:** Companies that adopted green practices have built a strong reputation in the markets, helping to attract customers who value environmental principles.

**Achieving Economic Efficiency:** Many environmental policies, such as improving energy consumption and reducing waste, have led to lower operational costs in the long term.

**Stimulating Sustainable Innovation:** Organizations that have adopted environmental strategies, such as developing eco-friendly products, have seen an increase in competitiveness by differentiating themselves in the market.

#### The Role of Transformational Leadership in Achieving Environmental Transformation

How Transformational Leadership Contributes to Driving Change in Organizations Towards Sustainability:

Transformational leadership plays a central role in achieving environmental transformations within organizations by helping shape a clear vision that encourages sustainable innovation and cultural change within the institution. Leaders who adopt the transformational approach generally:

**Inspire Employees:** By sharing strong environmental visions that motivate employees to work innovatively and sustainably.

**Drive Organizational Culture Change:** By embedding environmental values within the institutional culture and motivating teams to implement innovative solutions that contribute to environmental sustainability.

**Make Strategic Decisions:** Transformational leadership focuses on creating strategies that help achieve environmental goals, such as improving energy efficiency or reducing waste.

Examples of Leaders Who Directed Their Organizations Toward Environmental Innovation:

**Elon Musk (Tesla, SpaceX):** Elon Musk is one of the most prominent leaders who contributed to environmental transformation by driving the development of electric vehicle technology and solar energy, which significantly impacted the environmental industry.

**Anand Mahindra (Mahindra Group):** Under his leadership, Mahindra Group adopted environmental strategies, including producing electric vehicles and developing renewable energy solutions, reflecting his strong commitment to environmental sustainability.

#### Achieving Sustainability Through Collaboration Between the Public and Private Sectors

The Importance of Public-Private Partnerships in Achieving Sustainable Environmental Transformations:

Major environmental transformations require coordination between the public and private sectors. Collaboration between governments and private companies can contribute to:

**Implementing Effective Environmental Policies:** Governments provide legislation that supports sustainability, while private companies innovate and develop solutions that align with these policies.

**Accelerating Environmental Innovation:** Through partnerships, the development of new technologies, such as renewable energy, electric vehicles, and innovations in sustainable agriculture, can be accelerated.

**Sharing Financial Risks:** Large environmental projects, such as solar or wind energy, require substantial investments, and partnerships can reduce the financial burden on both sectors.

Examples of Successful Cooperation Between Governments and Organizations to Support Green Practices:

**Paris Climate Agreement:** The Paris Agreement is an important example of international cooperation between governments and global companies to achieve ambitious environmental goals. Major organizations like Google and Microsoft have adopted this agreement and decided to achieve carbon neutrality by 2030.

**Masdar City Project (UAE):** This project is an example of cooperation between the public and private sectors in creating a city that relies on renewable energy and eco-friendly technologies. The project is being executed through collaboration between the Abu Dhabi government and several global companies.

**Axis Six:** Future Prospects of Green Work and Organizational Change

## 1. Future Trends in Green Work

How Green Work Will Continue to Impact the Labor Market and Organizational Structures  
Green work has become one of the key drivers of change across various industries worldwide, with its profound impact on the future of the labor market and organizational structures expected to persist through:

**Increased Demand for Green Jobs:** As renewable energy technologies and environmental solutions evolve, there will be a significant expansion in sustainability-related roles, such as renewable energy engineers, sustainability consultants, waste recycling specialists, and environmental innovation experts.

**Restructuring Organizational Frameworks:** Organizations are likely to undergo transformations in their structures, integrating more green roles into work teams and establishing independent departments for environmental sustainability. Furthermore, there will be a shift toward adopting more flexible and adaptable strategies aligned with environmental changes.

### Expectations for Green Jobs in the Future

As the economy transitions toward sustainability, many new jobs directly linked to green work are expected to emerge:

**Jobs in Renewable Energy:** Such as solar and wind energy specialists, and sustainable energy project managers.

**Sustainable Design Roles:** New roles in designing sustainable buildings and green cities, along with developing innovative techniques to improve energy efficiency.

**Environmental Research and Development:** The demand for environmental researchers to develop new solutions for mitigating environmental impacts will continue to grow.

## 2. Legislative Developments and Environmental Policies

How Future Environmental Legislation Will Impact Work and Organizational Strategies  
Future environmental legislation is expected to play an increasing role in shaping organizational policies:

**Enforcing Stricter Environmental Regulations:** Governments and international organizations will intensify pressures to adopt stricter policies aimed at reducing carbon emissions, transitioning to renewable energy, and conserving natural resources.

**Adjusting Business Strategies:** Organizations will need to modify their business strategies to comply with new standards, leading to the adoption of more innovative environmental solutions.

**Enhancing Compliance with Environmental Laws:** Companies will allocate more resources to ensure compliance with new environmental standards, influencing organizational structures and operational processes.

### The Role of International Agreements in Driving Environmental Shifts at the Organizational Level

Global environmental agreements will continue to lead the way in future environmental transformations:

**The Paris Agreement on Climate Change:** International agreements such as the Paris Agreement will sustain momentum toward achieving carbon neutrality. These agreements will influence local and global environmental policies, necessitating intensified efforts from organizations to improve their environmental practices.

**Collaboration Between Governments and Global Organizations:** Environmental agreements will foster deeper collaboration between governments and global companies to develop innovative environmental solutions. These agreements will also propel progress by funding environmental projects and sustainable development initiatives.

### 3. The Future of Environmental Sustainability in Work and Organizations

#### The Importance of Continuous Education and Training in Promoting Green Work Culture Within Organizations

With green work expanding across all sectors, it is crucial for organizations to invest in continuous education and training:

**Integrating Environmental Sustainability into Professional Education:** Organizations should offer training programs to familiarize employees with the importance of green work and enhance their skills in handling renewable energy technologies and sustainable practices.

**Green Work Culture in Organizations:** Awareness and training programs can help establish a corporate culture that encourages sustainable environmental practices. Training efforts will embed environmental sustainability into daily work, from reducing energy consumption to improving production processes.

**Specialized Certifications in Environmental Sustainability:** The value of specialized certifications in environmental sustainability is expected to rise, enabling individuals to improve their skills and prepare for the future green labor market.

**Training on Green Innovation:** This includes training employees on how to innovate sustainable environmental solutions, whether through new technologies or by improving current processes to minimize environmental impacts.

### Conclusions

#### Summarizing the Importance of Organizational Adaptation to Environmental Transformations

The significance of organizational adaptation to environmental transformations emerges as a critical factor for ensuring long-term sustainability. In a world where environmental changes such as climate change and resource scarcity accelerate, adapting to these shifts is no longer optional. Organizations that prioritize green work strategies and adopt sustainable policies are the ones most likely to succeed and thrive in an evolving business environment.

#### Highlighting the Role of Green Work in Enhancing Organizational Sustainability and Performance

Green work is not merely about good environmental practices; it is an integral part of a comprehensive organizational strategy aimed at improving institutional performance. By fostering environmental sustainability, organizations can enhance operational efficiency, reduce costs, and increase employee and customer satisfaction, ultimately strengthening their competitive position in the market.

## **Recommendations**

### **Directing Investments Towards Environmental Innovation and Green Technologies**

Organizations must invest in environmental innovation by adopting new, eco-friendly technologies, such as renewable energy and sustainable production methods. This approach will enhance operational efficiency, reduce environmental impact, and contribute to achieving sustainability goals.

### **Fostering Cultural Awareness Within Organizations About the Importance of Green Work**

Building a green work culture within organizations should be a priority. This can be achieved through continuous awareness programs, specialized training, and educational initiatives to familiarize employees with environmental concepts and the importance of sustainable business practices.

### **Call for Further Research and Innovation**

#### **The Need for Ongoing Research on Mechanisms for Adapting to Future Environmental Challenges**

As environmental transformations persist, continuous research is essential to develop organizational adaptation mechanisms. Academics and researchers should provide innovative solutions to ongoing environmental challenges, such as creating new strategies for resource management and balancing economic growth with environmental preservation.

#### **Supporting Policies That Promote Environmental Sustainability in Organizations**

Governments and regulatory bodies should support organizations through incentive-based policies and environmental initiatives that encourage the shift towards a green economy. By promoting policies that foster environmental innovation, organizations can be motivated to adopt sustainable strategies that benefit society and the environment.

#### **The Need for Future Studies on the Potential Impacts of Digital Sustainability Technologies Across Sectors**

Future research should focus on the potential impacts of digital sustainability technologies in various sectors and how they can be integrated into organizational structures to enhance sustainable environmental change.

## **LIMITATIONS OF THE STUDY**

This study, while providing a comprehensive overview of green work and organizational change, presents certain limitations inherent to its approach. Primarily, as a conceptual or theoretical review, it does not include direct empirical analysis or primary data that would allow for the validation of the proposed strategies in specific organizational contexts. The breadth of the topic, which encompasses global environmental transitions and diverse types of organizations, may have prevented a deeper understanding of the specificities of each industrial sector or type of company (small, medium, or large) in the face of these challenges. Furthermore, the reliance on existing literature means that the conclusions are limited by the scope and availability of previous research, potentially overlooking emerging or less documented practices and challenges in adapting to environmental change.

## **FUTURE STUDIES**

To complement and expand the findings of this research, several lines of future study are suggested. It would be valuable to conduct direct empirical research, including case studies or surveys of specific organizations, to evaluate the implementation and effectiveness of

green work strategies in various sectors. It is recommended to explore the long-term impact of environmental transitions on organizational culture and team dynamics, beyond mere restructuring. Furthermore, future research could focus on developing metrics and assessment tools that allow organizations to effectively measure the progress and return on investment of their green work initiatives and organizational change. Finally, it would be pertinent to analyze the role of government policies and regulatory frameworks in accelerating or slowing these transitions in different geographic regions.

## **ACKNOWLEDGMENT**

The author wishes to express his deep gratitude to his colleagues at Relizane University for their invaluable academic support and constructive feedback during the development of this research. Their expertise and perspectives significantly enriched the analysis and formulation of the strategies presented in this study. Their collaboration was fundamental to the completion of this work.

## **CONCLUSION**

In light of the environmental transformations and challenges organizations face in adapting to green work, technological advancement emerges as a fundamental tool for achieving environmental sustainability in the future. The concept of "digital environmental sustainability" represents a novel direction that has yet to be thoroughly explored in current literature.

The utilization of modern technologies such as artificial intelligence and the Internet of Things (IoT) to enhance green work strategies can significantly accelerate organizational environmental adaptation. Integrating these technologies into organizational structures could redefine roles within institutions, creating new and specialized jobs in the fields of "digital sustainability" and "green technology."

This integration is expected to improve environmental performance with greater precision and efficiency. Therefore, the study recommends focusing on leveraging these modern technologies to reshape green work and strengthen organizations' capacities for sustainable adaptation to future environmental transformations.

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