

Organizational Culture as a Predictor of Climate Action Implementation: A Study of NHS Trusts in Greater Manchester

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Abstract - Healthcare systems play an important role in addressing climate change through the adoption of sustainable organisational practices. However, the successful implementation of climate action initiatives often depends on internal organisational factors such as institutional culture and employee engagement. This study examined organizational culture as a predictor of climate action implementation within NHS Trusts in Greater Manchester, United Kingdom. A quantitative cross-sectional correlational design was employed. Data were collected from 200 healthcare professionals, including doctors, nurses, allied health professionals, and administrative staff working in NHS Trusts. Participants completed the Organizational Culture Assessment Instrument (OCAI) and the Implementation Climate Scale (ICS) to assess perceptions of organisational culture and the extent to which climate-related initiatives were implemented within their institutions. Data were analysed using descriptive statistics, Pearson correlation analysis, and multiple regression analysis in SPSS. The results revealed a significant positive relationship between organizational culture and climate action implementation ($r = .46, p < .001$). Regression analysis further indicated that organizational culture significantly predicted climate action implementation, accounting for approximately 21% of the variance in sustainability practices within NHS Trusts. These findings suggest that supportive organisational cultures characterised by collaboration, innovation, and leadership support may enhance the implementation of sustainability initiatives within healthcare organisations. The study highlights the importance of organisational and behavioural factors in achieving the objectives of the NHS Net Zero strategy. Implications for healthcare management, organisational development, and sustainability policy within the NHS are discussed.

Keywords: organizational culture, climate action implementation, sustainability, NHS, healthcare organisations, environmental management.

I. INTRODUCTION

Background of the Study

Climate change has emerged as one of the most pressing global challenges of the twenty-first century, with profound implications for human health, healthcare systems, and public policy. Healthcare services, while essential for promoting population wellbeing, are themselves significant contributors to environmental degradation due to high energy consumption, medical waste generation, and carbon emissions associated with clinical activities and supply chains. As a result, health systems worldwide are increasingly expected to integrate sustainability practices into their operations in order to mitigate environmental impact while maintaining high-quality patient care. Within the United Kingdom, the National Health Service (NHS) has taken a leading role in addressing climate change by committing to become the world's first net-zero national health system, with ambitious targets to reduce emissions across its estates, clinical practices, and supply chains (Madan, 2026).

The NHS Net Zero strategy represents a comprehensive policy framework aimed at embedding climate action across all healthcare organisations. Under this initiative, NHS Trusts are required to develop and implement "Green Plans" that outline practical steps to reduce carbon emissions, improve resource efficiency, and promote environmentally sustainable healthcare delivery. These initiatives include reducing energy consumption in healthcare facilities, promoting low-carbon clinical practices, minimising waste, and encouraging sustainable procurement. Achieving these goals, however, depends not only on policy directives but also on the behavioural engagement of healthcare professionals and the organisational contexts in which they operate. Research suggests that clinician participation, organisational leadership, and institutional support are essential for embedding sustainability initiatives within healthcare systems (Madan, 2026; Madan, 2026).

Despite the strategic importance of sustainability within healthcare systems, evidence indicates that climate action

implementation across NHS Trusts remains uneven. Surveys of hospital trusts in England show that although sustainability leads and working groups have been established in many institutions, engagement among clinicians and healthcare staff remains limited, and sustainability initiatives are not consistently integrated into routine clinical governance and quality improvement processes. For example, one survey of NHS Trusts found that sustainability-related projects constituted less than half of clinical governance activities, highlighting the gap between policy aspirations and practical implementation (BJS, 2024). These findings suggest that structural policies alone may not be sufficient to ensure effective implementation of environmental strategies in healthcare organisations.

Organizational culture is widely recognized in organisational and health psychology as a critical factor shaping employees' attitudes, behaviours, and responses to organisational change. Organizational culture refers to the shared values, norms, beliefs, and behavioural expectations that influence how individuals within an organisation interact and perform their roles. In healthcare settings, organisational culture influences a range of outcomes including job satisfaction, patient safety, quality improvement initiatives, and organisational innovation (Hoxha *et al.*, 2024). A supportive organisational culture can foster collaboration, openness to innovation, and collective responsibility, thereby facilitating the successful adoption of new policies and practices.

Recent research in sustainability and organisational psychology suggests that organisational culture plays a significant role in shaping pro-environmental behaviours within organisations. Cultural environments that emphasise environmental responsibility, shared mission, and leadership commitment are more likely to encourage employees to engage in environmentally sustainable practices. For instance, studies in healthcare settings indicate that organisational climates characterised by environmental concern and supportive leadership significantly enhance staff engagement in eco-friendly initiatives (Yassin *et al.*, 2025). Similarly, evidence from organisational behaviour research highlights that intrinsic motivation and green workplace culture are key drivers of employees' proactive environmental actions within institutions (Acta Psychologica, 2025).

Within the context of NHS Trusts, organisational culture may therefore play a pivotal role in determining whether climate policies translate into practical environmental actions. Healthcare professionals operate within complex organisational structures where professional norms, leadership styles, and institutional priorities influence decision-making and behavioural engagement. If sustainability values are

embedded within organisational culture, healthcare workers may be more likely to integrate environmental considerations into routine clinical practices. Conversely, organisational cultures that prioritise short-term operational efficiency over sustainability may hinder the adoption of climate-friendly practices.

Greater Manchester provides a particularly relevant context for examining the relationship between organisational culture and climate action implementation in healthcare organisations. The region has been recognised as a leader in health system innovation and integrated care within the United Kingdom. NHS Trusts within Greater Manchester are actively involved in implementing sustainability initiatives aligned with national Net Zero targets. However, as with many large healthcare systems, the extent to which these initiatives are embedded within everyday clinical practices may vary across institutions. Understanding the organisational factors that facilitate or hinder climate action implementation is therefore essential for informing future sustainability strategies.

From a psychological perspective, examining organisational culture as a predictor of climate action implementation provides valuable insights into how institutional values, leadership practices, and employee attitudes influence environmental behaviour within complex healthcare systems. While existing research has explored technical and policy aspects of healthcare sustainability, relatively limited attention has been given to the organisational and behavioural factors that determine whether climate policies are effectively implemented in practice. Investigating these dynamics within NHS Trusts may therefore contribute to both organisational psychology literature and the growing field of sustainable healthcare management.

Consequently, this study seeks to examine the role of organisational culture in predicting the implementation of climate action initiatives within NHS Trusts in Greater Manchester. By analysing the relationship between organisational cultural characteristics and sustainability practices, the study aims to provide empirical evidence on how psychological and organisational factors influence environmental policy implementation in healthcare settings. The findings may offer practical implications for healthcare leaders, policymakers, and sustainability practitioners seeking to strengthen climate action within the NHS and similar health systems globally.

Problem Statement

Climate change has become a major global public health concern, with increasing evidence demonstrating its direct and indirect impacts on population health, health systems, and

healthcare delivery. Healthcare organisations contribute significantly to global carbon emissions due to energy consumption, transportation, medical supply chains, and waste generation associated with clinical activities. Estimates suggest that the healthcare sector accounts for approximately 4–5% of global greenhouse gas emissions, making it an important target for environmental sustainability initiatives (Karliner *et al.*, 2019). In response to this challenge, the United Kingdom's National Health Service (NHS) has committed to achieving net-zero carbon emissions, becoming the first national health system in the world to adopt such an ambitious climate strategy (NHS England, 2022).

The NHS Net Zero strategy requires all NHS Trusts to integrate sustainability practices into their operational and clinical activities through the implementation of institutional “Green Plans.” These plans are intended to reduce environmental impact through measures such as energy efficiency improvements, sustainable procurement, waste reduction, and the promotion of environmentally responsible clinical practices. Despite the strategic importance of these initiatives, evidence suggests that the implementation of climate action across healthcare organisations remains uneven and often slower than anticipated. While many NHS Trusts have established sustainability teams and climate policies, translating these commitments into consistent behavioural and organisational change within healthcare settings remains a significant challenge (NHS England, 2022).

One critical factor that may influence the successful implementation of climate action initiatives is organizational culture. Organizational culture refers to the shared values, beliefs, norms, and behavioural expectations that shape how individuals within an organisation interpret goals, respond to change, and engage in work practices (Schein & Schein, 2017). In healthcare settings, organisational culture has been shown to influence numerous outcomes, including patient safety practices, staff engagement, quality improvement initiatives, and organisational innovation. A supportive and adaptive culture can encourage employees to adopt new practices and policies, while a rigid or unsupportive culture may hinder the implementation of organisational change (Braithwaite *et al.*, 2017).

Within the context of environmental sustainability, organisational culture may play a particularly important role in shaping employees' pro-environmental behaviours and commitment to climate action. Studies in organisational and environmental psychology suggest that when sustainability values are embedded in organisational culture, employees are more likely to engage in environmentally responsible behaviours and support organisational climate initiatives (Ones & Dilchert, 2012). Conversely, when environmental

goals are not aligned with organisational values or leadership priorities, staff engagement with sustainability initiatives may remain limited.

Although policy frameworks for climate action within the NHS are well established, there remains limited empirical research examining the psychological and organisational factors that influence the successful implementation of these policies in healthcare institutions. Most existing studies have focused primarily on technological solutions, environmental management strategies, or policy frameworks; while relatively little attention has been given to the role of organisational culture in shaping sustainability practices within healthcare systems. This gap in the literature is particularly evident at the institutional level, where the behavioural engagement of healthcare professionals is essential for translating policy commitments into practical actions.

In regions such as Greater Manchester, where NHS Trusts are actively involved in implementing the NHS Net Zero strategy, understanding the organisational conditions that facilitate or hinder climate action implementation is essential. Greater Manchester has been recognised as a major centre for healthcare innovation and integrated care systems within the UK. However, as in many complex healthcare environments, variations in organisational culture across institutions may influence how sustainability initiatives are interpreted, prioritised, and implemented by healthcare staff.

Given the increasing urgency of addressing climate change within healthcare systems, it is important to identify the organisational and psychological factors that promote effective climate action implementation. Examining organisational culture as a predictor of climate action within NHS Trusts may therefore provide valuable insights into how healthcare organisations can strengthen sustainability initiatives and encourage greater staff engagement with environmental practices. Consequently, this study seeks to investigate the extent to which organisational culture predicts the implementation of climate action initiatives among NHS Trusts in Greater Manchester. Understanding this relationship may contribute to both organisational psychology research and the development of more effective sustainability strategies within the NHS.

Objectives of the study

The aim of this study is to examine the role of organizational culture in predicting the implementation of climate action initiatives within NHS Trusts in Greater Manchester. Specifically, the study seeks to investigate how cultural characteristics within healthcare organisations influence the extent to which sustainability practices associated with the NHS Net Zero strategy are adopted and

implemented by healthcare staff. The objectives of the study were to:

1. Examine the relationship between organizational culture and climate action implementation among healthcare staff in NHS Trusts in Greater Manchester.
2. Determine whether organizational culture significantly predicts climate action implementation within NHS Trusts.

II. LITERATURE REVIEW

The conceptual framework for this study is grounded in the premise that organizational culture plays a central role in shaping employees' behaviours, attitudes, and responses to organisational change, including the adoption of sustainability initiatives. Within healthcare organisations such as NHS Trusts, the successful implementation of climate action strategies depends not only on policy directives but also on the organisational environment in which healthcare professionals operate. This framework therefore proposes that organizational culture functions as a key predictor of climate action implementation within NHS Trusts.

Organizational culture refers to the shared values, norms, beliefs, and behavioural expectations that guide how members of an organisation interact and perform their roles. According to Schein and Schein (2017), organizational culture influences decision-making processes, staff engagement, and openness to innovation within institutions. In healthcare settings, organisational culture has been shown to affect a range of outcomes, including patient safety practices, organisational learning, quality improvement initiatives, and staff engagement (Braithwaite *et al.*, 2017). Consequently, a supportive organisational culture may facilitate the integration of sustainability practices into routine healthcare operations.

Within the context of environmental sustainability, organisational culture can influence how employees perceive environmental responsibility and whether they engage in pro-environmental behaviours at work. Research in organisational and environmental psychology suggests that workplaces that promote shared environmental values, leadership commitment to sustainability, and collaborative practices are more likely to foster employee participation in environmental initiatives (Ones & Dilchert, 2012). When sustainability is embedded within organisational culture, employees may feel greater motivation to adopt environmentally responsible behaviours, thereby supporting the implementation of organisational climate policies.

The dependent variable in this study is climate action implementation, which refers to the extent to which sustainability initiatives associated with the NHS Net Zero

strategy are adopted and practiced within NHS Trusts. These initiatives may include energy conservation measures, sustainable procurement practices, waste reduction strategies, and environmentally responsible clinical practices. Effective implementation requires not only organisational policies but also active participation from healthcare professionals across different roles and departments.

The conceptual framework therefore assumes that organizational culture influences the degree to which climate action initiatives are implemented within healthcare organisations. NHS Trusts with cultures characterised by openness to innovation, collaboration, leadership support, and shared commitment to sustainability are expected to demonstrate higher levels of climate action implementation. Conversely, organisational cultures that prioritise traditional work practices or lack clear environmental values may present barriers to the adoption of sustainability initiatives.

In addition, the framework acknowledges that individual and organisational characteristics may influence this relationship. Factors such as professional roles, leadership structures, and organisational priorities may affect how sustainability policies are interpreted and enacted within healthcare settings. However, the central proposition of the framework remains that organizational culture serves as a primary determinant of staff engagement with climate action initiatives.

By examining the relationship between organizational culture and climate action implementation, the study seeks to contribute to both organizational psychology and sustainable healthcare research. Understanding how cultural characteristics influence environmental practices within NHS Trusts may provide insights into how healthcare organisations can strengthen sustainability initiatives and support the broader goals of the NHS Net Zero strategy.

Theoretical Framework

The present study is grounded in theoretical perspectives that explain how organizational environments influence behavioural change and policy implementation within institutions. Specifically, the study draws on Institutional Theory, Organizational Change Theory, and the Theory of Planned Behavior (TPB) to provide a comprehensive explanation of how organizational culture may influence the implementation of climate action initiatives within NHS Trusts. These frameworks offer complementary insights into how institutional structures, organisational processes, and individual attitudes interact to shape organisational behaviour.

Institutional Theory

Institutional Theory provides an important lens for understanding how organisations adopt policies and practices in response to external pressures, societal expectations, and regulatory frameworks. According to institutional theorists, organisations often align their practices with widely accepted norms and standards in order to gain legitimacy, stability, and stakeholder support (Scott, 2014). Institutional pressures may arise from regulatory requirements, professional norms, or cultural expectations within a particular sector.

Within the context of healthcare systems, institutional pressures often influence organisational decision-making and policy adoption. The NHS Net Zero strategy represents a major institutional directive aimed at encouraging healthcare organisations to reduce carbon emissions and adopt environmentally sustainable practices. NHS Trusts are therefore expected to conform to national sustainability policies by implementing climate action initiatives such as energy efficiency measures, waste reduction strategies, and sustainable procurement practices.

Institutional Theory suggests that organisations are more likely to adopt such policies when they perceive them as legitimate and aligned with broader institutional expectations. However, the degree to which these policies are effectively implemented may vary depending on internal organisational factors, including leadership commitment and organisational culture. When sustainability values are embedded within organisational culture, employees may perceive environmental initiatives as legitimate organisational priorities, thereby increasing the likelihood of successful policy implementation.

Organizational Change Theory

Organizational Change Theory provides a framework for understanding how organisations adapt to new policies, technologies, and strategic goals. Change processes within organisations often involve shifts in organisational structures, behaviours, and cultural norms. According to organisational change scholars, successful implementation of organisational reforms requires supportive leadership, employee engagement, and alignment between organisational values and the proposed change initiatives (Burnes, 2017).

In healthcare organisations, implementing sustainability initiatives such as the NHS Net Zero strategy requires significant organisational transformation. Climate action policies often involve changes in operational practices, resource management, and staff behaviours. For example, healthcare professionals may need to adopt new practices related to energy conservation, waste management, and environmentally responsible clinical procedures.

Organizational culture plays a crucial role in facilitating or hindering such transformation processes. Organisations with cultures that encourage innovation, collaboration, and openness to change are generally more capable of implementing new policies effectively. Conversely, organisations characterised by rigid hierarchical structures or resistance to change may struggle to integrate sustainability initiatives into routine operations. Organizational Change Theory therefore provides a useful framework for understanding how organisational culture influences the adoption and implementation of climate action initiatives within healthcare settings.

Theory of Planned Behavior

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), provides a psychological explanation for how individual attitudes and social influences shape behaviour. According to this theory, an individual's behaviour is primarily determined by behavioural intentions, which are influenced by three key factors: attitudes toward the behaviour, subjective norms, and perceived behavioural control.

Attitudes refer to individuals' positive or negative evaluations of a particular behaviour. Subjective norms involve perceived social expectations regarding whether a behaviour should be performed, while perceived behavioural control refers to the extent to which individuals believe they have the ability or resources to perform the behaviour.

In the context of workplace sustainability, the Theory of Planned Behavior suggests that employees are more likely to engage in pro-environmental behaviours when they hold positive attitudes toward environmental protection, perceive organisational support for sustainability practices, and believe they have the ability to perform such behaviours effectively. Organizational culture can influence each of these factors by shaping shared values, reinforcing environmental norms, and providing structural support for sustainable practices.

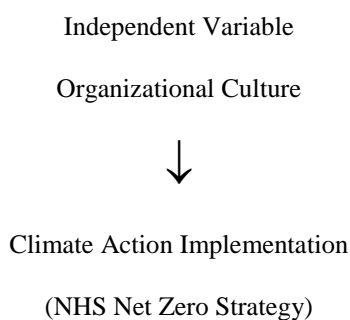
Within NHS Trusts, organisational culture may therefore influence healthcare professionals' intentions to participate in climate action initiatives. When sustainability is emphasised as a core organisational value and supported by leadership practices, employees may develop stronger behavioural intentions to engage in environmentally responsible practices. Consequently, the Theory of Planned Behavior provides a useful psychological framework for understanding how organisational culture influences individual engagement with climate action initiatives.

Together, Institutional Theory, Organizational Change Theory, and the Theory of Planned Behavior provide a

comprehensive theoretical foundation for understanding climate action implementation within healthcare organisations. Institutional Theory explains how external regulatory and societal pressures encourage NHS Trusts to adopt sustainability policies such as the NHS Net Zero strategy. Organizational Change Theory highlights the importance of organisational culture and internal processes in facilitating or hindering the implementation of these policies. Meanwhile, the Theory of Planned Behavior explains how individual attitudes, social norms, and perceived behavioural control influence employees’ willingness to engage in sustainability practices.

By integrating these theoretical perspectives, the present study conceptualises organisational culture as a critical factor that links institutional sustainability policies with individual behavioural engagement within healthcare settings. The framework suggests that organisational culture shapes how climate action policies are interpreted, accepted, and implemented by healthcare professionals within NHS Trusts.

Conceptual Model Diagram



Sustainable practices in NHS Trusts:

- Energy efficiency
- Waste reduction
- Sustainable procurement
- Green clinical practices

Empirical Review

Empirical research examining the relationship between organizational culture and the implementation of sustainability initiatives has grown significantly in recent years. Scholars in organizational psychology, environmental psychology, and healthcare management have increasingly recognised that institutional culture plays a crucial role in shaping employees’ engagement with environmental policies and climate-related practices. While technological solutions and policy frameworks are important, empirical evidence suggests that

the success of sustainability initiatives often depends on the organisational contexts in which they are implemented.

Several studies have examined the role of organizational culture in promoting pro-environmental behaviour within workplaces. Ones and Dilchert (2012) conducted one of the early large-scale studies investigating environmental sustainability within organisational settings. Using survey data from employees across multiple organisations, the study found that organisational cultures that emphasised environmental responsibility and ethical values significantly predicted employees’ engagement in environmentally sustainable behaviours. The authors concluded that cultural norms and leadership commitment to sustainability influence how employees interpret and prioritise environmental responsibilities in their daily work activities.

Similarly, Norton, Parker, Zacher, and Ashkanasy (2015) investigated the influence of organisational climate on employee green behaviour. Their study examined employees across different organisational sectors and found that a strong “green organisational climate” was positively associated with employees’ voluntary engagement in environmental sustainability practices. The study demonstrated that employees are more likely to participate in sustainability initiatives when organisational policies and leadership behaviours communicate clear environmental values.

Within healthcare settings, the influence of organisational culture on institutional practices has also been widely documented. Braithwaite *et al.* (2017) conducted a systematic review exploring the relationship between organisational culture and healthcare outcomes. The review analysed numerous studies across hospitals and healthcare organisations and found that supportive organisational cultures were associated with improved staff engagement, innovation, and quality improvement practices. The authors argued that organisational culture acts as a key determinant of how new initiatives, including policy reforms and organisational change programmes, are implemented within healthcare systems.

More recently, research has begun to examine the implementation of sustainability initiatives within healthcare organisations. Hoxha *et al.* (2024) explored the relationship between organisational culture and sustainability practices in healthcare institutions. Using survey data from healthcare professionals, the study found that organisations characterised by collaborative leadership, open communication, and shared organisational values were more successful in implementing sustainability practices. The findings suggest that organisational culture influences not only employees’ attitudes but also the institutional capacity to adopt environmental innovations.

Another relevant empirical study was conducted by Yassin, Akel, and Abd Rabou (2025), who investigated the relationship between green management practices and organisational citizenship behaviour among healthcare workers. The researchers found that employees who received sustainability training and worked within organisations that prioritised environmental values were more likely to engage in voluntary pro-environmental behaviours. These findings highlight the importance of organisational support systems and cultural reinforcement in encouraging environmentally responsible workplace practices.

In the context of the United Kingdom, recent studies have examined staff awareness and engagement with sustainability initiatives within NHS organisations. Madan (2026) conducted a cross-sectional survey assessing healthcare staff awareness of sustainability policies within one of the largest NHS Trusts. The study found that although institutional sustainability plans existed, many staff members reported limited awareness of climate-related organisational strategies. The results suggested that organisational communication and cultural integration of sustainability values play an important role in influencing staff engagement with climate action initiatives.

Additional research examining sustainability governance within NHS organisations has identified challenges in integrating climate initiatives into routine healthcare operations. A survey of NHS Trusts examining sustainability activities within clinical governance processes found that sustainability-related projects were inconsistently integrated into organisational practices, indicating gaps between strategic sustainability commitments and actual implementation. These findings highlight the importance of organisational structures and cultural readiness in facilitating effective policy implementation.

Despite the growing body of research on sustainability in healthcare, several gaps remain in the literature. First, many studies have focused on policy frameworks, technological innovations, or environmental management systems, while relatively fewer studies have examined the psychological and organisational factors influencing sustainability practices within healthcare institutions. Second, empirical research examining organisational culture as a predictor of climate action implementation within NHS Trusts remains limited, particularly at the regional level.

Given the NHS's ambitious commitment to achieving net-zero carbon emissions, understanding the organisational conditions that facilitate or hinder climate action implementation has become increasingly important. Investigating the role of organisational culture in shaping sustainability practices within NHS Trusts may therefore

provide valuable insights into how healthcare organisations can strengthen environmental initiatives and promote greater staff engagement with climate action policies.

Consequently, this study seeks to contribute to the existing literature by examining organisational culture as a predictor of climate action implementation within NHS Trusts in Greater Manchester. By focusing on the psychological and organisational factors that influence sustainability practices within healthcare institutions, the study aims to address existing research gaps and provide empirical evidence that may inform future sustainability strategies within the NHS.

The literature reviewed in this chapter highlights the increasing importance of climate action within healthcare systems and the critical role of organisational factors in supporting sustainability initiatives. Climate change poses substantial risks to global health and places increasing pressure on healthcare systems to adopt environmentally responsible practices. In response, the National Health Service (NHS) has developed the Net Zero strategy, which aims to significantly reduce carbon emissions across healthcare operations through sustainability initiatives such as energy efficiency, waste reduction, and sustainable procurement (NHS England, 2022).

Existing literature demonstrates that organisational culture is a fundamental determinant of employee behaviour, institutional practices, and the success of organisational change initiatives. Scholars in organisational psychology argue that culture shapes shared values, behavioural norms, and organisational priorities that influence how employees interpret and respond to new policies or reforms (Schein & Schein, 2017). Within healthcare settings, studies have consistently shown that supportive organisational cultures contribute to improved staff engagement, innovation, and quality improvement practices (Braithwaite *et al.*, 2017).

Research within environmental and organisational psychology further suggests that organisational culture plays a significant role in encouraging pro-environmental behaviour in the workplace. Studies have found that organisations that promote environmental responsibility, leadership support, and collaborative work environments tend to experience higher levels of employee participation in sustainability initiatives (Ones & Dilchert, 2012; Norton *et al.*, 2015). These findings highlight the importance of organisational culture in shaping employee engagement with environmental policies and sustainability practices.

In healthcare contexts specifically, emerging research has begun to examine sustainability initiatives and environmental responsibility within hospital systems. Recent studies indicate that healthcare organisations are increasingly integrating

sustainability practices into their operations; however, the degree of implementation varies significantly across institutions. Factors such as organisational leadership, institutional priorities, and staff awareness have been identified as important determinants of sustainability practices within healthcare settings (Hoxha *et al.*, 2024).

Despite these advances, several important gaps remain in the existing literature. First, much of the research on healthcare sustainability has focused on technical solutions, environmental management strategies, or policy frameworks, with relatively limited attention given to the psychological and organisational factors that influence the implementation of climate action initiatives. Second, while organisational culture has been widely studied in relation to healthcare quality improvement and patient safety, fewer studies have specifically examined its role in promoting sustainability practices within healthcare organisations.

Additionally, empirical studies examining sustainability implementation within the NHS have primarily focused on national policy initiatives or institutional reporting frameworks, rather than investigating how organisational culture shapes staff engagement with climate action initiatives. As a result, there remains limited empirical evidence on the extent to which organisational culture influences the practical implementation of the NHS Net Zero strategy within healthcare institutions.

Furthermore, existing studies on sustainability in healthcare have often adopted broad national or international perspectives, with relatively little research focusing on specific regional healthcare systems such as NHS Trusts in Greater Manchester. Given that organisational culture may vary across institutions and geographical contexts, region-specific research is necessary to understand the organisational dynamics that influence sustainability initiatives within local healthcare systems.

Consequently, there is a clear need for empirical research that examines organizational culture as a predictor of climate action implementation within NHS Trusts. By investigating how organisational cultural characteristics influence sustainability practices among healthcare staff, the present study seeks to address this gap in the literature. The findings of this study may contribute to the growing body of research on sustainable healthcare management while also providing practical insights for policymakers and healthcare leaders seeking to strengthen the implementation of climate action initiatives within the NHS.

III. METHOD

Research Design

The study employed a quantitative cross-sectional research design using a correlational approach to examine the relationship between organizational culture and climate action implementation within NHS Trusts in Greater Manchester. A correlational design was considered appropriate because the study aimed to investigate naturally occurring relationships among variables without manipulating them. Such designs are widely used in organisational and health psychology research to explore associations between workplace factors and behavioural outcomes within real organisational contexts (Creswell & Creswell, 2018).

Specifically, the study sought to determine whether organizational culture predicted the implementation of climate action initiatives among healthcare staff. Data were collected through a structured survey that assessed participants' perceptions of organisational culture and the extent to which sustainability practices associated with the NHS Net Zero strategy were implemented within their institutions. The cross-sectional nature of the design allowed data to be collected from multiple healthcare professionals at a single point in time.

Participants and Sampling

Participants

Participants consisted of healthcare professionals employed in NHS Trusts within Greater Manchester, United Kingdom. The sample included staff from various professional groups, including doctors, nurses, allied health professionals, and administrative or managerial personnel. These categories of employees were included because they are directly involved in organisational and clinical activities that may influence the implementation of sustainability initiatives within NHS institutions.

Participants were eligible to participate in the study if they (a) were currently employed in an NHS Trust within Greater Manchester, (b) had at least six months of work experience within the organisation, and (c) were 18 years of age or older.

Sampling Technique

Participants were recruited using a non-probability convenience sampling technique. Convenience sampling is commonly employed in organisational and healthcare research where participation is voluntary and access to participants depends on institutional availability (Etikan *et al.*, 2016). Recruitment invitations were distributed through professional

networks and institutional communication channels, including email invitations circulated within NHS Trusts.

Sample Size

A total of approximately 200 healthcare professionals participated in the study. This sample size was considered adequate for conducting correlational and regression analyses commonly used in organisational psychology research and provided sufficient statistical power to detect meaningful relationships between the variables under investigation.

Instruments

Data were collected using standardized self-report questionnaires measuring organizational culture and climate action implementation.

Organizational Culture Assessment Instrument (OCAI)

Organizational culture was assessed using the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011). The OCAI is based on the Competing Values Framework, which categorizes organisational culture into four primary types: clan culture, adhocracy culture, market culture, and hierarchy culture.

The instrument consists of 24 items that assess employees' perceptions of various organisational dimensions, including leadership style, organisational values, and management practices. Participants indicated their responses based on their perceptions of the prevailing organisational culture within their institutions.

Previous studies have reported acceptable reliability coefficients for the OCAI, with Cronbach's alpha values ranging from .70 to .85, indicating satisfactory internal consistency (Cameron & Quinn, 2011).

Implementation Climate Scale (ICS)

Climate action implementation was measured using an adapted version of the Implementation Climate Scale (ICS) developed by Ehrhart, Aarons, and Farahnak (2014). The ICS measures the extent to which organisational environments support the implementation of new practices and initiatives.

The scale assesses several dimensions of organisational implementation climate, including focus on implementation, educational support, recognition for engaging in new practices, and rewards associated with implementation activities. Participants responded to the items using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The ICS has demonstrated strong psychometric properties in organisational research, with reported Cronbach's alpha coefficients ranging from .81 to .91 (Ehrhart *et al.*, 2014).

Demographic Questionnaire

Participants also completed a brief demographic questionnaire that collected background information including age, gender, professional role, years of work experience, and department within the NHS Trust. These variables were used to describe the study sample and provide contextual information about the participants.

Procedure

Ethical approval for the study was obtained from the relevant university research ethics committee, and where necessary, approval was also secured from participating NHS institutions. Participation in the study was voluntary, and all procedures were conducted in accordance with established ethical guidelines for research involving human participants.

Data were collected using an online survey platform, which allowed participants to complete the questionnaire electronically. The survey link was distributed through institutional communication channels and professional networks within NHS Trusts in Greater Manchester.

The first section of the survey contained an informed consent statement outlining the purpose of the study, assurances of confidentiality, and participants' right to withdraw from the study at any time without penalty. Only participants who provided informed consent were able to proceed with the questionnaire.

Participants completed the demographic questionnaire followed by the Organizational Culture Assessment Instrument and the Implementation Climate Scale. The survey required approximately 10–15 minutes to complete. All responses were collected anonymously, and no personally identifiable information was obtained. Data were stored securely and used solely for research purposes.

Data Analysis

Data were analysed using the Statistical Package for the Social Sciences (SPSS). Prior to hypothesis testing, descriptive statistics were computed to summarise the demographic characteristics of the participants and the distribution of study variables. These included means, standard deviations, frequencies, and percentages.

To examine the relationship between organizational culture and climate action implementation, Pearson product-

moment correlation analysis was conducted. This analysis assessed the strength and direction of the association between the two variables.

In addition, multiple regression analysis was performed to determine whether organizational culture significantly predicted climate action implementation within NHS Trusts. This analysis enabled the assessment of the extent to which variations in organisational culture explained variations in sustainability implementation among healthcare staff. All statistical tests were evaluated using a significance level of $p < .05$.

IV. RESULTS

Descriptive Statistics

Descriptive statistics were computed to summarise the demographic characteristics of the participants and the main study variables. The final sample consisted of 200 healthcare professionals employed in various NHS Trusts within Greater Manchester. Participants included doctors, nurses, allied health professionals, and administrative staff.

The average age of participants was 36.42 years ($SD = 8.75$), and the average work experience within the NHS was 9.14 years ($SD = 6.21$). In terms of gender distribution, 58% of participants were female, 40% were male, and 2% preferred not to disclose their gender.

Descriptive statistics for the main study variables organizational culture and climate action implementation are presented in Table 1.

Table 1: Descriptive Statistics for Study Variables (N = 200)

Variable	Mean	SD	Minimum	Maximum
Organizational Culture	3.62	0.54	2.11	4.78
Climate Action Implementation	3.47	0.63	1.98	4.85

The results indicate that participants reported moderately positive perceptions of organisational culture within their institutions, as well as moderate levels of climate action implementation associated with the NHS Net Zero strategy.

Test of hypotheses

1. There is no significant relationship between organizational culture and climate action implementation among healthcare staff in NHS TRUSTS.

Correlation Analysis

Pearson product-moment correlation analysis was conducted to examine the relationship between organizational culture and climate action implementation among healthcare staff.

The results indicated a significant positive correlation between the two variables, $r(198) = .46, p < .001$. This finding suggests that more positive perceptions of organisational culture were associated with higher levels of climate action implementation within NHS Trusts.

The correlation matrix is presented in Table 2.

Table 2: Correlation Matrix for Study Variables

Variable	1	2
1. Organizational Culture	—	
2. Climate Action Implementation	.46***	—

*** $p < .001$

The moderate positive correlation indicates that healthcare organisations with stronger or more supportive cultures tend to demonstrate higher engagement with sustainability initiatives.

2. Organizational culture does not significantly predict climate action implementation among healthcare staff in NHS Trusts.

Regression Analysis

To determine whether organizational culture predicted climate action implementation, a simple linear regression analysis was conducted.

The regression model was statistically significant, $F(1, 198) = 53.41, p < .001$, indicating that organizational culture significantly predicted climate action implementation among healthcare staff. Organizational culture explained approximately 21% of the variance in climate action implementation ($R^2 = .21$). This suggests that organisational cultural factors play a meaningful role in shaping sustainability practices within NHS Trusts.

Regression coefficients are presented in Table 3.

Table 3: Regression Analysis Predicting Climate Action Implementation

Predictor	B	SE B	B	t	P
Organizational Culture	0.53	0.07	.46	7.31	< .001

The results show that organizational culture was a significant positive predictor of climate action implementation ($\beta = .46, p < .001$). This indicates that higher levels of positive organisational culture were associated with increased implementation of climate action initiatives.

V. DISCUSSION

The present study examined whether organizational culture predicts the implementation of climate action initiatives within NHS Trusts in Greater Manchester. The findings revealed three important outcomes. First, healthcare professionals reported moderate levels of both organisational culture strength and climate action implementation within their institutions. Second, there was a significant positive relationship between organizational culture and climate action implementation. Third, organizational culture significantly predicted the level of climate action implementation, explaining approximately 21% of the variance in sustainability practices among healthcare staff. These findings highlight the important role of organizational culture as a contextual driver of sustainability initiatives within healthcare systems.

The results of the correlation analysis indicated a moderate positive relationship between organizational culture and climate action implementation. This suggests that healthcare organizations with supportive, collaborative, and innovation-oriented cultures tend to demonstrate higher levels of engagement with sustainability initiatives.

This finding aligns with prior research showing that organizational culture strongly influences the adoption and implementation of strategic initiatives within institutions (Schein, 2017). Organizational culture shapes shared norms, values, and expectations that guide employee behaviour and influence the extent to which new policies or innovations are accepted within organisations. In the context of healthcare sustainability, previous studies have shown that organizational culture plays a crucial role in determining whether environmental initiatives become embedded in everyday organisational practices (Lozano, 2018). Institutions that promote innovation, collaboration, and shared responsibility are more likely to encourage staff participation in climate-related initiatives, including waste reduction, energy conservation, and sustainable procurement.

Similarly, research within public sector organisations has demonstrated that supportive organisational cultures enhance employees' willingness to engage in pro-environmental behaviours at work (Norton *et al.*, 2017). When sustainability values are integrated into organisational identity and leadership practices, employees are more likely to view environmental responsibility as part of their professional role.

The regression analysis further revealed that organizational culture significantly predicted climate action implementation, accounting for approximately 21% of the variance in sustainability practices. This finding suggests that organisational culture functions as an important enabling factor for the operationalisation of climate policies within healthcare systems.

This result supports the argument that institutional culture influences how policies are translated into practice within complex organisations (Scott, 2014). Although national strategies such as the NHS Net Zero strategy establish formal sustainability goals, the effectiveness of these policies often depends on organisational-level dynamics, including leadership support, communication practices, and employee engagement. The finding is also consistent with research on implementation climate, which emphasises that employees are more likely to adopt new initiatives when they perceive organisational support and shared expectations regarding implementation (Ehrhart *et al.*, 2014). In healthcare organisations, a positive culture can facilitate the integration of sustainability goals into daily operational routines, thereby enhancing the likelihood that climate action initiatives will be successfully implemented.

Moreover, previous studies examining sustainability in healthcare institutions have shown that organizational culture influences the success of environmental transformation initiatives, including green procurement policies, energy efficiency programs, and waste management systems (Boiral *et al.*, 2018). Organisations with cultures that value innovation and long-term responsibility tend to demonstrate greater commitment to environmental sustainability.

Implications for NHS Climate Strategy

The findings of the present study have important implications for the implementation of the NHS Net Zero strategy. While technological innovation and policy directives are essential for achieving climate goals, the results suggest that organizational culture is a critical factor in determining how effectively these initiatives are implemented at the institutional level.

Healthcare organisations seeking to strengthen climate action implementation may therefore benefit from developing organisational cultures that promote environmental responsibility, collaboration, and innovation. Leadership commitment, staff engagement, and organisational learning may all play important roles in fostering cultures that support sustainability initiatives.

Furthermore, integrating sustainability values into staff training, leadership development, and organisational communication strategies may enhance the capacity of healthcare institutions to translate climate policies into practical action.

VI. LIMITATIONS OF THE STUDY

Despite its contributions, this study has several limitations that should be considered when interpreting the findings. First, the study employed a cross-sectional design, which limits the ability to establish causal relationships between organisational culture and climate action implementation. Longitudinal studies would be useful for examining how organisational culture influences sustainability initiatives over time.

Second, the study relied on self-report survey data, which may be subject to response bias or social desirability effects. Future research could complement survey data with objective indicators of sustainability performance, such as energy usage records or environmental impact assessments.

Third, the study focused on NHS Trusts within Greater Manchester, which may limit the generalisability of the findings to other healthcare systems or geographical contexts. Replication of the study across other NHS regions or international healthcare settings would provide a broader understanding of the relationship between organisational culture and sustainability implementation.

VII. CONCLUSION

In conclusion, the present study provides empirical evidence that organizational culture is an important predictor of climate action implementation within NHS Trusts. The findings demonstrate that healthcare organisations with supportive and collaborative cultures are more likely to successfully implement sustainability initiatives associated with the NHS Net Zero strategy.

These results highlight the importance of addressing organisational and behavioural dimensions of climate policy implementation within healthcare systems. Strengthening organisational cultures that promote environmental responsibility may therefore play a critical role in advancing sustainability goals within the NHS and the wider healthcare sector.

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