



EXAMINING THE NEXUS: ASPECTS FROM ORGANIZATIONAL CULTURE THAT INFLUENCE SOCIAL SUSTAINABILITY INDICATORS

Examinando o nexo: aspectos da cultura organizacional que influenciam os indicadores de sustentabilidade social

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ABSTRACT

Since the economic crisis of 2008, the world has faced a recession in terms of social progress, showing that current economic models do not guarantee long-term social well-being, giving companies a fundamental role as facilitators or obstacles to social sustainability. Numerous initiatives have therefore been taken in various spheres of society in order to contribute to sustainable development. In this context, the aim of this work is to analyze the aspects of organizational culture that play a role in facilitating or hindering the promotion of social sustainability indicators. Using the systematic literature review method, the aim was to identify the relationship between organizational culture and social sustainability and to present indicators of this relationship. The results showed that the most recurrent characteristics as facilitators were teamwork, group culture and patient safety culture. The hindering characteristic was poor communication within the team. The identification of facilitating and hindering characteristics provided insights into the main elements that can influence the success or failure of social sustainability initiatives.

Keywords: Social sustainability, Organizational culture, Promotion of indicators

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EXAMINANDO O NEXO: ASPECTOS DA CULTURA ORGANIZACIONAL QUE INFLUENCIAM OS INDICADORES DE SUSTENTABILIDADE SOCIAL

Examining the nexus: aspects from organizational culture that influence social sustainability indicators

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RESUMO

Desde a crise econômica de 2008, o mundo tem enfrentado uma recessão em relação aos avanços sociais, evidenciando que os modelos econômicos atuais não garantem o bem-estar social a longo prazo, conferindo às empresas papel fundamental como facilitadoras ou obstáculos à sustentabilidade social. Assim, inúmeras iniciativas têm sido tomadas em várias esferas da sociedade, a fim de contribuir para o desenvolvimento sustentável. Neste contexto, este trabalho tem como objetivo analisar os aspectos da cultura organizacional que desempenham um papel de facilitação ou dificuldade na promoção de indicadores de Sustentabilidade Social. Por meio do método de revisão sistemática da literatura, buscou-se identificar a relação entre cultura organizacional e a sustentabilidade social e apresentar indicadores de tal relação. Como resultados, constatou-se que as características mais recorrentes como facilitadoras foram trabalho em equipe, culturas de grupo e cultura de segurança do paciente. A característica dificultadora foi a comunicação ruim na equipe. A identificação das características facilitadoras e dificultadoras proporcionou insights em relação aos principais elementos que podem influenciar o sucesso ou fracasso das iniciativas de sustentabilidade social.

Palavras-chave: Sustentabilidade social, Cultura organizacional, Proposição de indicadores

INTRODUCTION

Since the economic crisis from 2008, the world has faced a recession regarding to social advances, highlighting that the current economic models do not guarantee the social welfare in a long term, and considering that businesses practices are related to economic models, it gives companies a fundamental role as facilitators or obstacles to social sustainability (Missimer & Mesquita, 2022).

In this context, several initiatives have been taken in different spheres of society to contribute to sustainable development. However, many sustainability-related initiatives have focused on the economic and environmental spheres, neglecting the social aspect (Ajmal et al., 2017), influencing the priorities of the approach of sustainability, several times being used by publicity to promote the sustainability of a brand and potentialize its benefits (Andreas & Abid, 2022).

Nonetheless, the problems and solutions for environmental and economic sustainability emerge from the social relations, and a large number of social relationships take place in the workplace. Thereby, social sustainability can be considered an antecedent for the other sustainability aspects (Prieto et al., 2022).

Although social sustainability is a broad concept and without consensus, Partridge (2014) defined it as “a variously defined term that generally refers to the social dimensions of sustainability. In a normative sense it refers to the social goals of sustainability strategies” (p. 6178). The lack of conceptual consensus extends to its indicators: it is believed, however, that, as they represent the issues included in the concept, their study, even if incipient, can help in the implementation of socially sustainable strategies (Hale et al., 2019).

Considering that the organizational culture is built based on a sharing of negotiable values, norms and attitudes (Schein, 2004), and that it works as a system of social control on the attitudes and behaviors from the members (Chatman & Reilly, 2016), it influences diverse aspects from the organizations (Alvesson, 2002).

Therefore, aspects from organizational culture may influence social sustainability in organizations (SSO), once that through it the organization can guarantee a safe workplace and establish a positive relationship of the organization with the community. Therefore, considering this organizational aspect helps in making decisions so that they are socially sustainable (Suaidy & Manurung, 2023). In addition, some characteristics from the organizational culture itself, such as lack of commitment, managerial support and efficient organization design are presented as the main barriers for SSO (Hussain et al., 2019).

Given this scenario, the following research question arises: which elements of organizational culture contribute to facilitate or hamper the promotion of SSO indicators? To answer this question, this work aims to analyze the aspects of organizational culture that play a role in facilitating or hampering the promotion of SSO indicators.

For that, besides this introduction, the article is organized in 4 parts. The second part presents the theoretical background about organizational culture, social sustainability and the importance of its indicators. The third part is about the methodological path and the fourth part the results are presented, analyzed and discussed. The last one presents the final considerations from the study.

1 THEORETICAL BACKGROUND

1.1 Organizacional culture

Organizational culture plays a crucial role in controlling behavior, establishing norms and expectations that guide the attitudes and actions of members from the organization (Chatman & Reily, 2016). However, there is a lack of consensus in the literature regarding the definition of organizational culture (Chatman & Reily, 2016; Barale & Santos, 2017). Among scholars in the field, the most widely accepted definition is that of Schein, who describes culture as:

“a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 2004 p.17).

Due to the lack of consensus in the definition and operationalization of organizational culture (Chatman & Reilly, 2016), as well as the different paradigms underlying studies (Poedjed, 2011) and the dilemmas of theoretical choices (Martin, 2002), there are divergences between authors.

Therefore, in this study, recognizing the complexity of defining and operationalizing organizational culture, a comprehensive review of the literature on the relationship between organizational culture and social sustainability in organizations was carried out. To this end, articles with a variety of methods, paradigms and theoretical approaches were analyzed.

1.2 Social sustainability

Currently, there is a growing demand for organizations to contribute to sustainable development (Nejati et al., 2010), which, according to the definition of Brundtland (1987), means meeting present needs without compromising the capacity of future generations to meet your own needs. Based on this definition, it is important to consider three main spheres to implement and measure sustainable practices: economic, environmental and social (Elkington, 1997).

In this way, social sustainability is a comprehensive concept that encompasses issues of community well-being, emancipatory democracy, citizen participation, community engagement, human services, social infrastructure, human and social capital, social justice, community development and equity (Cuthill, 2010; Siqueira, Costa, Vieira & Cunha, 2020).

SSO is extremely important, as it is linked to environmental and economic aspects, and is considered an essential component for sustainable performance (Foot & Ross, 2004). The pressure for companies to proactively adopt practices that promote social sustainability has increased, in addition, SSO contributes to local employability and support for companies from native cultures (Foot & Ross, 2004), as well as improving financial performance (Wang et al., 2022).

However, studies on OHS have presented different forms of conceptual definition. Ullah et al. (2021) define SSO as “amiability of the relationship between the employees and the organization on a relatively permanent basis.” (p. 5), considering exclusively the relationship between employee and organization.

On the other hand, Contreas e Abid (2022), defined as “simply a measure of people's welfare. It is a process for sustainable and fruitful places that support well-being by considering what individuals need from where they work and live.” (p. 168), expanding the relationship of the company with the non-workers from the company, but the society as a whole that could be impacted by it.

The emphasis assumed in this study considers Contreas and Abid (2022) proposition, considering the relationship of the company with its employees and the other parts that may be impacted in this relationship.

1.3 Social sustainability in organizations

SSO indicators are not social sustainability itself, but they point to issues that represent it, and representation is necessary for communication, decision-making, in addition to actions aimed at putting social sustainability into practice (Hale et al., 2019).

Between the three pillars of sustainability, the indicators related to social sustainability are not emphasized as much as the others. Nonetheless Ajmal et al. (2017) they identified the following indicators of SSO: equalitarian opportunities, training and education, governance, health, safety, laboral safety, human rights, indigenous rights, labor practices, operation of fair practices, cultural heritage, community development and involvement, technological development, product responsibility and responsible consumption (Ajmal et al., 2017).

1.4 Social sustainability and organizational culture

The literature suggests that an organizational culture focused on sustainability is fundamental for the effective adoption of initiatives related to this topic (Linnenluecke & Griffith, 2010; Crane, 1995). Regarding SSO

specifically, Irfan et al. (2022) demonstrated that organizational culture plays a fundamental role in the adoption of practices related to this aspect of sustainability.

2 METHODOLOGICAL PROCEDURES

This study adopted the systematic review of the literature to comprehend the relationship between the organizational culture and SSO by following the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) statement from 2020 due to its design to report systematically and transparently the review (Page et al., 2021).

The research of the articles was conducted in May 2023, considering as eligibility criteria the following aspects: articles published in scientific journals that connected the organizational culture with social sustainability indicators with no time restriction. As information sources, the most used databases by business management researchers: Web of Science e Emerald were selected (Antonello, Godoy, 2011).

Due to the lack of a clear definition of SSO, which makes it difficult to systematize the elements that are part of its debate (Spangenberg, Omman, 2006), this article investigated SSO based on the aspects that are part of the indicators identified by Ajmal et al. al. (2017) through a comprehensive review of the literature, adopting as part of the search strategy, the terms with the Boolean operator “OR” among them, with the Boolean operator “AND” term “organizational culture” and synonyms located in the titles of the articles: “Social Sustainability” OR “Equal Opportunities” OR “Indigenous Rights” OR “Education” OR “Training” OR “Labor Practices” OR “Governance” OR “Fair Operating Practices” OR “Health” OR “Safety” OR “Cultural Heritage” OR “Employment” OR “Community Involvement” OR “Community Development” OR “Job Security” OR “Technology Development” OR “Human Rights” OR “Consumer Responsibility” OR “Product Responsibility” AND “Organizational Culture” OR “Organisational Culture” OR “corporate culture” OR “business culture” OR “company culture”. To identify the articles, the research area filter was also applied in the Web Of Science database in “Business Economics”, however Emerald does not have this feature, therefore articles from all areas were identified and during the extraction, the articles who were not from administration were excluded.

The article selection process was primarily carried out through the search for duplicate articles, however, there were no duplicate articles, subsequently, a reading the titles and abstracts, and excluding articles that did not present a relationship between organizational culture and social sustainability, which did not present the operationalization of organizational culture and/or social sustainability and which does not were in the area of business administration, and finally the complete reading of the remaining articles to extract the desired data.

In this way, 169 articles were identified, during the article selection process, by reading the title and summary, 119 articles were excluded, articles that did not meet the inclusion and exclusion criteria, leaving only 50 articles to be read fully, and exclusion of 24 articles according to pre-established criteria, remaining 26 articles to compose the systematic review and extraction of information.

The data collection process based on the full reading of the 26 articles that composed the extraction of information was developed by utilizing an online Spreadsheet from Google Docs®, considering each article’s following items: title, authors, year of publication, aspect of organizational culture, the indicator of social sustainability used and the relationship found between them. The study risk of bias assessment was not applied and effect measures did not apply for this study.

The synthesis of the results are presented in the next section through five tables containing the social sustainability indicator followed by the organizational culture aspects that facilitates and hampers each indicator.

3 DATA ANALYSIS AND DISCUSSION

Among the SSO indicators researched, only indicators of safety, health, product responsibility, training, governance and social sustainability were found. This result may be due to the fact that health, safety and promoting a sense of community are the most desired physical forms for promoting social sustainability (Eizenberg & Jabareen, 2017).

Safety indicators were addressed both from the perspective of the safety of customers, employees and society in general. Furthermore, health indicators were presented in relation to both the health of employees and customers. Although to a lesser extent, indicators related to product responsibility, community development, training, governance and social sustainability were also identified in their breadth.

3.1 Indicators of social sustainability and organizational culture

Social sustainability indicators serve to quantify, track and inform interested parties about improvements, efficiency and effectiveness of organizations social sustainability practices (Ajmal, 2017).

The indicators found were studied in the light of organizational culture in different ways, mostly based on organizational culture scales, seeking to identify types, aspects and/or values that facilitate or hinder good results from the indicators.

Since the objective of this work was to identify the relationship between SSO indicators and organizational culture, in order to identify aspects of organizational culture that can facilitate or hinder the promotion of SSO, each indicator was separated, and aspects of organizational culture that influence the indicators were identified.

3.1.1 Safety

The concept of safety is the ontological foundation (nature of social sustainability), referring not only to safety in relation to the absence of danger, but to the adoption of all adaptation and safety measures to avoid future damage (Eizenberg & Jabareen, 2017).

3.1.1.1 Safety for costumers

The safety organizational culture was identified as a predictor for better index of safety of the products performance in a study conducted by Zhu et al. (2016), that was developed in accompany from the infant toy industry. The features observed as part of a safety organizational culture were: product safety as priority other than cost and deadlines, interdependency between security review teams and development engineers and comprehensiveness from the engineer's side about the requirements of safety as part of their daily work, while opposite characteristics presented as hindering for safety performance of the product.

However, when the relationship of organizational culture was investigated from the competitive values from Quinn and Kimberly from 1984 and the performance of patient safety in a medical environment, there was no statistical association (Bosch et al., 2011).

Other two articles utilized indicators of safety indicators at a medical organization. Santiago and Turrini (2015) identified that the work conditions, negative perceptions from the management, and punitive approach from mistakes were the main features that weakened the patient safety, while work team, work satisfaction, expectations and actions of promotion of safety from managers and supervisors, organizational learning and mutual enhancement were positive characteristics for patient's safety.

Meanwhile, Dickens et al. (2019) through the competitive values from Cameron and Quinn from 1999, demonstrated that the culture market oriented presented lower safety attitudes than the clan culture. Safety of patient culture showed a positive impact on the behavior of safety of patients, and the innovative organizational culture influenced positively the behavior of patient security, while bureaucratic and supporter influence negatively (Chenet al., 2012).

Higher levels of security climate were associated with higher levels of group and entrepreneurial cultures, while lower levels of safety climate were associated with hierarchical culture (Hartmann et al., 2009). Most respondents (81%) of a study from Silva et al. (2016) believed patient safety as part of the organizational culture, with the Patient Safety Environment and Organizational Learning being the variables that were most relevant in conditioning the patient safety culture in organizations.

Liu and Lin (2020) studied organizational culture through the concept of green organizational culture, based on the extension of Schein's 1990 concept of organizational culture, describing it as a sustainability-oriented

culture in an attempt to ensure well-being for consumers and the environment considering the entire production and marketing chain of products.

From this concept, social sustainability was studied in the aspect of food safety, and the "green" organizational culture was presented as an antecedent to the implementation of corporate social responsibility and consequently food safety (Liu & Lin, 2020).

The relationships between security indicators focusing on customers, aspects/types of organizational cultures that facilitate or hinder better results in the indicators were summarized in Table 1.

Table 1 - Indicators of safety for customers: facilitators and hinderers aspects from organizational culture

Indicators of safety for customers	Facilitators	Hinderers
Safety performance	Organizational culture of safety: The safety of products as priority; Interdependency of review safety and development engineering teams; Comprehensiveness by engineers about requirements of safety as part of their daily work (Zhu et al., 2016)	Lack of organizational culture of safety: Prioritization of costs and deadlines; Interference of development engineers on safety review teams; Lack of comprehensiveness from engineers about safety requirements as part of their daily job (Zhu et al., 2016)
Safety attitudes	Teamwork; Job satisfaction; Supervisors/manager expectations and safety promotion actions; Organizational learning and mutual improvement (Santiago & Turrini, 2015); Clan culture (Dickens et al., 2019)	Negative employment conditions and management with punitive response to errors (Santiago & Turrini, 2015); Market-oriented culture (Dickens et al., 2019)
Safety behaviors	Patient safety culture; Types of innovative organizational culture (Chen et al., 2012)	Types of bureaucratic and supportive organizational culture (Chen et al., 2012)
Safety climate	Group and entrepreneurial cultures (Hartmann et al., 2009)	Hierarchical culture (Hartmann et al., 2009)
Perception of safety	Patient Safety Environment (offer of infrastructure, material resources, and procedures); Organizational Learning (perception regarding the existence of learning from errors and the identification of the Effectiveness of the changes that occurred) (Silva et al., 2016)	Lack of an environment of patient safety; Low organizational learning (Silva et al., 2016)
Safety of foods	Culture oriented for sustainability: attempt to guarantee well-being for consumers and the environment considering the entire production and commercialization of products (Liu & Lin, 2020)	Not identified

Source: the authors

3.1.1.2 Safety for workers

Indices that negatively influenced the safety culture were the rush in carrying out work, pressure from higher positions in the company and failure in communication (Moreira & Neto, 2019). Regarding to culture styles,

the constructive style presented greater number of cultural norms related to the safety culture (show concern for the needs of others, resolve conflicts constructively, help others think for themselves, explore alternatives before acting, think ahead and plan, resist conformity, think in unique and independent ways, fit the mold and not remain indifferent to the situation), followed by the defensive and aggressive style, while the main variables of cultural norms that are negative for a safety culture are: opposition to new ideas, indirect opposition to things, doing everything alone, taking popular actions instead of necessary actions, waiting for someone else to “take the first step”, and thinking about group satisfaction (Shirali et al., 2022).

Some attitudes and beliefs about safety showed influence in the practices and perception of the importance of safety. The implementation of policies and regulatory norms from the sector is positively related to a safety culture. On the other hand, the lack of knowledge of the regulatory norms and policies of safety are negatively related to a safety culture (Al Mazrouei et al., 2019).

Technocratic and cooperative cultures are more compatible with a conscious organization that contributes to the safety in the workplace (Petitta & Martínez-Córcoles, 2022). Supportive and rules cultures have shown a positive impact in the safety climate, and the innovation culture had the opposite impact (Auzoult & Gangloff, 2018).

Constructive culture, in which cooperation, supportive relationships, individual development and high performance are encouraged facilitates the establishment of a workplace conscious about safety (Silla et al., 2017).

The relations between the indicators of safety of workers and the aspects or types of cultures that are facilitators or hinderers of the indicators were summarized in Table 2.

Table 2 - Indicators of safety for workers: facilitators and hinderers aspects from organizational culture

Indicators of safety for workers	Facilitators	Hinderers
Safety culture	Cultural norms: Show concern for the needs of others, resolve conflicts constructively, help others think for themselves, explore alternatives before acting, think ahead and plan, resist conformity, think in unique and independent ways, fit the mold and not remain indifferent to the situation (Shitali et al., 2022); Beliefs and attitudes regarding to safety, implementation of regulatory norms from the sector (Al Mazrouei et al., 2019); Technocratic and cooperative cultures (Petitta & Martínez Córcoles, 2022)	Haste in carrying out work, pressure from higher positions in the company and failure in communication (Moreira & Neto, 2019); Main variables of cultural norms: opposition to new ideas, indirect opposition to things, doing everything alone, taking popular actions instead of necessary actions, waiting for someone else to “take the first step”, and thinking about group satisfaction (Shitali et al., 2022); Lack of knowledge of regulatory standards and security policies (Al Mazrouei et al.)
Safety climate	Support and rule cultures (Auzoult & Gangloff, 2018)	Innovative culture (Auzoult & Gangloff, 2018)
Conscious of safety	Constructive cultures in which the cooperation, supportive relationships, individual growth and there is an incentive for high performance (Silla et al., 2017)	Not identified

Source: the authors

3.1.2 Health

Health and well-being of employees in organizations is one of the OHS requirements, in line with the Sustainable Development Goals, to achieve health and promote well-being for all people (Amrutha & Geetha, 2020).

3.1.2.1 Health for workers

Organizational culture with higher indices of teamwork have shown to be related negatively to burnout, while critical evaluation has been related to depersonalization (Ginossar et al., 2014), and culture of patient security was related to lower burnout rates at teams (Lu et al., 2022).

The group culture presented the best results related to mental health, stress, emotional exhaustion and wellbeing of workers, followed by the developmental culture (Marchand et al., 2013). On the other hand, the rational organizational culture showed higher indices of depression, followed by hierarchical culture (Marchand et al., 2013). Clan culture has been associated with a better health climate in the workplace (Kava et al., 2019).

Towne et al. (2015) applied the CEO *Cancer Gold Standard Pillars* questionnaire to assess organizational values perceived as supportive for cancer prevention. As a result, efforts of promotion and education on health using several approaches were efficient to enhance perceived organizational values and support to prevention and early detection of cancer (Towne et al., 2015).

The relations between the indicators of health of workers and the aspects or types of cultures that are facilitators or hinderers of the indicators were summarized in Table 3.

Table 3 - Indicators of health of workers: facilitators and hinderers aspects from organizational culture

Indicators of health for workers	Facilitators	Hinderers
Burnout	Teamwork (Ginossar et al., 2014); Culture of patient's safety (Lu et al., 2022)	Critical evaluation (Ginossar et al., 2014)
Mental health	Group and developmentalist cultures (Marchand et al., 2013)	Hierarchical and rational cultures (Marchand et al., 2013)
Health climate	Clan culture (Kava et al., 2019)	Not identified
CEO Cancer GoldStandard Pillars	Efforts at health promotion and education (Towne et al., 2015)	Not identified

Source: the authors

3.1.2.2 Patients/Clients health

Efforts to promote and educate about health for employees and clients helped to enhance perceived organizational values and support to prevention and early detection of cancer (Towne et al., 2015). Some aspects of organizational culture are related to the acceptance and commitment of public health of water supply companies. The facilitator aspects are camaraderie, competition, proactivity, involved leaders, community focus, customer service mentality, transparency, accountability, competent workers, empowerment, appreciation of success, and a culture of continuous improvement. On the other hand, poor communication, inflexibility, complacency, lack of knowledge, interest/reward and coercion were hindering aspects (Summerill et al., 2010).

In the hospital sector, to identify the influence of organizational culture on risk to patients' health based on

employee vaccination rates based on Cameron and Quinn's (1999) concept of organizational culture and operationalize it in a qualitative way with a focus on activities related to immunization (Isaacson et al., 2009). The organizational culture classified as structured had the best vaccination rates, followed by the chaotic/disorganized organizational culture and lower rates in divided culture (Isaacson et al., 2009).

In the work of Thorne et al. (2001), the authors suggest that oral health strategies in Long-Term Institutions tend not to be effective when organizational culture is not considered, since some institutions that had resource advantages were not as successful as some institutions that did not have the same resources.

Some aspects considered important for the effectiveness of the oral health of residents of these institutions were the explanation of policies, philosophy and strategies for oral health care, the interaction of leadership to create a context in which oral health was perceived as a priority (Thorne, et al., 2001). Thus, when the institution presented the opposite of these aspects, employee overload, lack of responsibility for critical components of oral hygiene on the part of the team, oral health results were harmed (Thorne, et al., 2001).

The relations between the indicators of health of patients/clients and the aspects or types of cultures that are facilitators or hinderers of the indicators were summarized in Table 4.

Table 4 - Indicators of patients/clients health: facilitators and hinderers aspects from organizational culture

Indicators of health of patients/clients	Facilitators	Hinderers
CEO Cancer Gold Standard Pillars	Efforts of health promotion and education(Towne et al., 2015)	Not identified
Public health protection	Camaraderie, competition, proactivity, involved leaders, community focus, customer service mentality, transparency, responsibility, competent workers, empowerment, appreciation of success and culture of continuous improvement (Summerill et al., 2010)	Bad communication, inflexibility, complacency, lack of knowledge, interest/reward and coercion (Summerill et al., 2010)
Risk for patient's health	Structured organizational culture(Isaacson et al., 2009)	Divided organizational culture (Isaacson et al.,2009)
Oral health of residents of Long-term institutions	Explanation of oral health care policies, philosophy and strategies, leadership interaction to create a context in which oralhealth is perceived as a priority (Thorne et al., 2001)	Failure to explain policies, philosophy and strategies for oral health care, lack of leadership interaction to create a context in which oral health is perceived as a priority, employee overload, lack of responsibility for critical components of oral hygiene on the part of the team (Thorne et al., 2001)

Source: the authors

3.1.3 Product responsibility

Product responsibility is an important indicator for sustainability management and corporate social responsibility (Pandey & Hassan, 2020). Kralj and Markic (2008) consider product responsibility as part of sustainable development and highlight the importance of developing innovative management with a culture of product responsibility.

Zhu et al. (2016) worked with product safety in the children's product and toy industry and identified organizational safety culture as a predictor for better product safety performance indices. In previous work, Summerill et al. (2010) found aspects of organizational culture that impact acceptance and commitment to protecting public health in water supply companies.

The relations between the indicators of product responsibility and the aspects or types of cultures that are facilitators or hinderers of the indicators were summarized in Table 5.

Table 5 - Indicators of product responsibility: facilitators and hinderers aspects from organizational culture

Indicators of product responsibility	Facilitators	Hinderers
Product safety	Organizational culture of safety (Zhu et al.,2016)	Lack of organizational cultureof safety (Zhu et al., 2016)
Protection of public health	Camaraderie, competition, proactivity, involved leaders, community focus, customer service mentality, transparency, responsibility, competent workers, empowerment, appreciation of success and culture of continuous improvement (Summerill et al., 2010)	Poor communication, inflexibility, complacency, lack of knowledge, interest/reward and coercion(Summerill et al., 2010)

Source: the authors.

3.1.4 Training, governance, general social sustainability

Work-related training is formal continuous learning initiatives, important for promoting social inclusion, development and well-being by empowering people (Dudziak, 2007). Ballesteros-Rodriguez et al. (2012), demonstrated that the culture of continuous learning has an indirect influence on the success of training programs in companies.

Governance is one of the 5 most recurring terms in social sustainability research in the 21st century (Contreras & Abid, 2022), and represents the systems by which companies are managed (Madrahimovich & Mahammasidik, 2016). Some concepts that must be applied in corporate governance are observed as a significant and positive influence of a good organizational culture on good corporate governance, and the better the culture, the better governance, with transparency, responsibility, independence and justice (Wendry et al., 2023).

However, good corporate governance and good organizational culture were not defined: instead, organizational culture was approached from Hofstede in 1993, as a tool for interpretation and behavior in organizations, through 5 indicators to identify the effect of organizational culture on employee commitment: professionalism, distance from management, trust in co-workers, order, hostility and integration (Wendry et al., 2023).

Finally, the social sustainability indicator in its most comprehensive aspect was analyzed by Irfan et al. (2022) in the construction industry through factors related to respect and care for communities, impact assessment, minimization of the use of non-renewable resources during the construction of projects, improvement of attitudes, practices and high-quality labor, measures tracking for social sustainability and health and safety protocols, awareness of social sustainability and opportunity for development of organizational skills, responsibility and accountability.

Organizational culture factors that have been shown to contribute to social sustainability are goal setting and teamwork orientation, ethical orientation, reward orientation, power and rules orientation, short- and long-term orientation, market orientation, learning, technology guidance (Irfan et al., 2022).

The relations between the indicators of training, governance and general social sustainability and the aspects or types of cultures that are facilitators or hinderers of the indicators were summarized in Table 6.

Table 6 - Indicators of training, governance and general social sustainability: facilitators and hinderers aspects from organizational culture

Indicators of training, governance and general social sustainability	Facilitators	Hinderers
Training	Continuous learning culture (Ballesteros-Rodriguez, et al., 2012)	Not identified
Governance	Good organizational culture (Wendry et al., 2022)	Not identified
General social sustainability	Goal setting and teamwork orientation, ethical orientation, reward orientation, power and rules orientation, short and long term orientation, market orientation, learning orientation, technology orientation (Irfan et al., 2021)	Not identified

Source: the authors

CONCLUSION

The most recurrent characteristics as facilitators for better results from the SSO indicators proposed by Ajmal et al (2017) were teamwork, group cultures, clan and patient safety culture. On the other hand, the most common hindering characteristic was poor communication within the team. The identification of these characteristics that facilitate and hinder the promotion of SSO is relevant, as it provides insights into the main elements that can result in the success or failure of SSO initiatives.

Therefore, understanding these aspects is essential for companies to develop efficient strategies to promote SSO, since recognizing the importance of teamwork, cultures focused on a sense of group and safety, and efficient communication to promote SSO, companies can take measures to strengthen these elements in their organizational culture through training, programs and other actions.

Furthermore, understanding these characteristics can help companies identify areas for improvement and corrective measures to overcome characteristics that hinder progress in relation to SSO indicators.

However, this article has some limitations, mainly in relation to the fact that the keywords used - based on the work of Ajmal et al. (2017) - are admittedly comprehensive. Therefore, it may be recommended that, in the future, work emphasizes indicators based on a specific characteristic of the SSO itself. Furthermore, some of the indicators highlighted by Ajmal et al. (2017) could have appeared using synonyms for the keywords used, in addition to expanding the databases.

The lack of consensus on operationalization of organizational culture and each indicator, besides the different sectors studied makes it difficult to extend the results for different sectors, since different sectors lead to different expressions of safety, as well as their identification and relevance for regulatory reasons that may influence on the culture as more or less relevant. Other mediators between organizational culture and the indicators could be approached by future studies.

Finally, it is worth noting that most of the indicators used do not measure the item itself. Safety, for example, was studied mainly based on indirect safety indicators (behaviors, attitude, climate, culture...), not direct safety indicators (numbers of accidents, among others).

Therefore, for future research, it is recommended to evaluate the quality of the articles, carry out more in-depth research on SSO prior to searching for keywords corresponding to this concept to better define keywords and make a sectoral separation. Other mediating factors between organizational culture and the results of the indicators could also be studied mainly through empirical work.

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