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Decoding the multifaceted just transition: from the organizational commitment to environmental issues toward investments and expected outcomes Ioana Maria Petrescu; Florina Magdalena Pinzaru ; George Stefan ; Elena-Madalina Vatamanescu[+ Author & Article Information](#)*Business Process Management Journal* (2025)<https://doi.org/10.1108/BPMJ-11-2024-1095> [Article history](#) Share 

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## Purpose

This paper investigates the role of the organizational culture and readiness for Just Transition (JT)/decarbonization, starting from the commitment to environmental issues toward the investments and expected outcomes and by proposing a novel research model and unfolding a cross-country firm-level survey. The survey assesses firms' awareness of the EU energy transition, their internal and external responses, and the factors influencing these responses.

## Design/methodology/approach

The questionnaire-based survey, conducted in Germany, Romania, Spain and the UK, included 550 companies. Data was collected via an online survey between December 2023 and January 2024. The analysis was performed using partial least squares structural equation modeling (PLS-SEM) to evaluate complex structural models. A multigroup analysis (MGA) was also computed to provide a comparative outlook across countries.

## Findings

All hypotheses tested were supported in both the four-country framework and in separate national contexts, indicating strong and significant relationships between the constructs. This supports the advanced research model and suggests that factors such as commitment to environmental issues, confidence in JT policies and organizational culture play relevant roles in sustainability and decarbonization efforts. Further, the results show that both organizational

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