

The impact of Organizational Citizenship Behavior for the Environment on Corporate Sustainability

An explorative study of Multinational Corporations in the DACHL
region

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Abstract

The impact of Organizational Citizenship Behavior for the Environment on Corporate Sustainability

Today, many businesses increasingly engage in pro-environmental activities to face environmental challenges such as pollution or climate change. In addition to formal management practices, employees are impacting environmental advances with voluntary pro-environmental activities, also known as Organizational Citizenship Behavior for the Environment. The purpose of this master thesis is to explore factors that could influence employees' engagement in Organizational Citizenship Behavior for the Environment. For this aim, five semi-structured interviews were carried out with multinational corporations from the DACHL region. The results show that certain leadership styles, corporate culture, a sustainability-driven mindset, environmental concern, communication and motivation can influence employees' engagement in Organizational Citizenship Behavior for the Environment. In addition, the cumulative effect of small initiatives seems to considerably impact environmental sustainability. In contrast to past research on this topic, this study takes a qualitative approach to explore different influencing factors of Organizational Citizenship Behavior for the Environment. In addition, the study focuses on businesses located in the DACHL region.

Keywords: Organizational Citizenship Behavior for the Environment, Environmental Sustainability, Mindset, Environmental Performance

Kurzreferat

Der Einfluss von "Organizational Citizenship Behavior for the Environment" auf unternehmerische Nachhaltigkeit

Viele Unternehmen engagieren sich zunehmend in Umweltschutzaktivitäten, um Herausforderungen wie Umweltverschmutzung oder Klimawandel zu begegnen. Zusätzlich zu speziell darauf ausgerichteten Unternehmensaktivitäten engagieren sich Mitarbeiter:innen durch freiwillige umweltfreundliche Aktivitäten, auch bekannt als „Organizational Citizenship Behavior for the Environment“. Diese Masterarbeit zielt darauf ab, Faktoren zu untersuchen, die das Engagement der Mitarbeiter:innen in „Organizational Citizenship Behavior for the Environment“ beeinflussen. Zu diesem Zweck wurden fünf semistrukturierte Interviews mit Unternehmen aus der DACH-Region+ durchgeführt. Die Ergebnisse zeigen, dass bestimmte Führungsstile, Unternehmenskultur, eine nachhaltigkeitsorientierte Denkweise, Umweltbewusstsein, Kommunikation und Motivation das Engagement der Mitarbeiter:innen im Bereich „Organizational Citizenship Behavior for the Environment“ beeinflussen können. Darüber hinaus kann die kumulative Wirkung kleiner Initiativen einen erheblichen Einfluss auf die ökologische Nachhaltigkeit haben. Im Gegensatz zur bisherigen Forschung zu diesem Thema verfolgt diese Studie einen qualitativen Ansatz, um verschiedene Einflussfaktoren des Organizational Citizenship Behavior for the Environment zu untersuchen. Die Studie konzentriert sich auf Unternehmen mit Sitz in der DACHL Region.

Keywords: Organizational Citizenship Behavior for the Environment, Environmental Sustainability, Mindset, Environmental Performance

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List of Abbreviations and Symbols

COVID-19 – Coronavirus disease 2019

DACHL – Deutschland, Austria, Switzerland, Liechtenstein

Greenhouse gas emissions – GHG emissions

IML – International Management and Leadership

IPCC - Intergovernmental Panel on Climate Change

OCBE – Organizational Citizenship Behavior for the Environment

UNEP - United Nations Environment Programme

WCED - United Nations World Commission on Environment and Development

1 Introduction

“You cannot protect the environment unless you empower people, you inform them, and you help them understand that these resources are their own, that they must protect them.”

Wangari Muta Maatha (Dan, 2011)

This citation by Wangari Muta Maathi, the former Nobel Prize-winning environmental activist highlights the necessity of organizations to empower their employees and take action to reduce negative environmental impacts (Ejeta & Strange, 2011, pp. 411–412).

Society at large is increasingly facing existential challenges such as the global climate crisis, a general scarcity of resources and severe biodiversity loss. While the global health pandemic and the related economic slowdown have led to short decrease in carbon dioxide emissions, climate change drivers keep rising.

Greenhouse gas emissions (GHG emissions) continued to increase in 2019 and 2020 and the Paris Agreement goals of limiting global warming below 2°C and pursuing 1.5°C seems far beyond reach (UNEP-CCC, 2020, p. 28). This development is even more alarming since scientific data show that climate resilient development is already at risk at current global warming levels. This means that if temperatures rise exceeds 1,5°C, the prospects of climate resilient development will become further limited and may not be possible if warming exceeds 2°C (IPPC, 2022, p. 35).

Each year, the Global Footprint Network calculates the Earth Overshoot Day (Hahn, 2022, p. 5). Based on the 2021 edition of the National Footprint and Biocapacity Accounts, humanity requires the equivalent of 1.75 Earths to provide the resources we use and absorb our waste. In other words, the Earth needs almost one year and eight months to regenerate the resources used in one year. In 2021, the Earth Overshoot Day fell on July 29. The Earth Overshoot Day marks the date when humanity’s annual demand on resources exceeds Earth’s biocapacity. This means that after July 29, 2021, we draw on resources nature cannot regenerate and accumulate carbon dioxide in the atmosphere (Global Footprint Network, 2022).

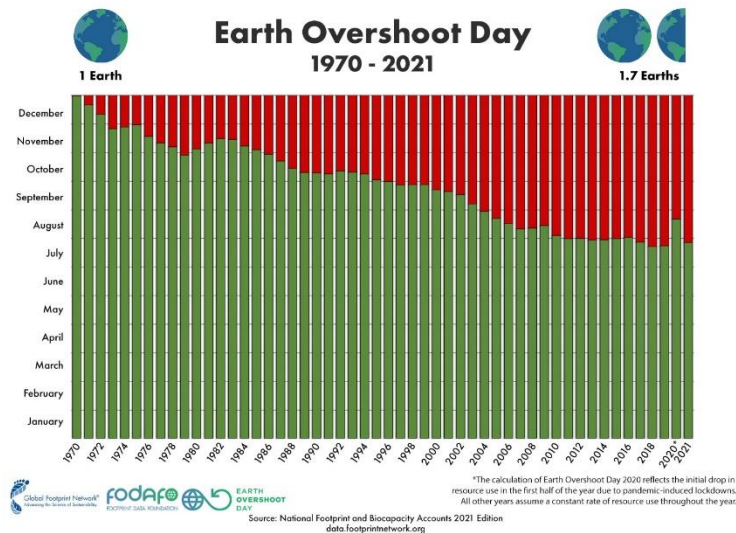


Figure 1: (Earth Overshoot Day, 2021)

Today, sustainability challenges such as climate change, water scarcity, depletion of natural resources, and workers’ rights are more pressing than ever. It is not only about what we need to do to successfully transition to a low-carbon economy, but how this transition can be achieved successfully. Various stakeholders, including businesses, employees, customers, investors, governments and non-governmental organizations can contribute to sustainable development and be a part of the solution rather than merely contributing to the problem.

In order to address this increasing pressure appropriately, organizations have started to take ownership of the harmful impact their operations cause on the environment. This includes identifying and, where necessary, preventing, ending or mitigating adverse impacts of their operations on the environment. In order to stay competitive, businesses are obliged to respond to this increasing pressure by implementing environmental management practices (Latip et al., 2022, p. 2). Such environmental practices are known as “the level of resources invested in activities and know-how development that leads to pollution reduction at the source” (Hajmohammad et al., 2013, p. 313). Environmental management practices typically include the application of environmental management systems (e.g., ISO14001), recycling activities and efforts to reduce waste and emissions (Hajmohammad et al., 2013, p. 313). Such practices are not only important to reach sustainability objectives but are also key to improve a company’s environmental performance (Latip et al., 2022, p. 2). Consequently, an increasing number of organizations have included sustainability into their business strategy, defining measurable targets for their core business and reporting on their progress made.

Above mentioned environmental risks are driven by human activity, and the successful implementation of formal environmental management practices is often impacted by employees’ behavior (Daily et al., 2009, p. 244). In most cases, formal environmental management practices are not sufficient to deal with the complexity of environmental issues. It is quite common to

observe an important gap between the existence of such strategies and their implementation into daily business routines. Previous research has revealed that human behavior plays a vital role in order to reach environmental goals. Along with hard rules and regulations, employees' active cooperation and support to successfully sustain the natural environment contribute to deal with these environmental challenges (Paillé et al., 2013, p. 3553). In fact, environmental actions in organizations are often largely impacted by individual discretionary initiatives, which are not part of formal management systems. Therefore, individual efforts are necessary – not only to implement sustainability, but also to increase its efficiency.

As described by Daily et al. (2009), “the success of important environmental programs may hinge on employee behavior that is beyond the scope of formal reward and performance evaluation systems” (Daily et al., 2009, p. 3). For example, even though the importance of new technologies is undeniable (e.g. energy-savings), employees' engagement in pro-environmental behavior to embrace sustainability is crucial as well (turn off the lights when not in use) (Sarkis et al., 2013, p. 81). This means that strategic initiatives need the active support and participation of employees to be implemented. Therefore, the need to understand and shape employee behavior to maximize their contribution to corporate sustainability has become increasingly important for businesses (Anwar et al., 2020, p. 2). Such voluntary pro-environmental behavior is also known as Organizational Citizenship Behavior for the Environment and can be defined as “the discretionary and environmentally-friendly behavior that is not explicitly recognized by the formal reward system” (Boiral, 2009, p. 223). The concept of Organizational Citizenship Behavior for the Environment puts the focus on individual efforts to engage in sustainable behavior and, hence makes a meaningful contribution to address the existing gap between strategies and their implementation. Examples of pro-environmental behavior include: paper recycling, water and electricity savings, participation in recycling programs, responsible shopping and carpooling (Paillé et al., 2013, p. 3553).

Managing sustainability requires a holistic approach, including topics such as mitigating climate change, biodiversity loss, human rights protection or decent working conditions. However, not all fields have the same importance for each company. To make sustainability manageable at company level, it is often divided into three pillars of action: economic, ecological and social responsibility, also known as the Triple Bottom Line (Elkington, 1997, p. 12). Given the environmental focus of Organizational Citizenship Behavior for the Environment, this thesis will focus on the environmental dimension of corporate sustainability.

The ultimate objective of this work is to find out about factors that could influence employees' engagement in Organizational Citizenship Behavior for the Environment. The findings of this research should help managers to create a workplace environment that is favorable for employees to engage in Organizational Citizenship Behavior for the Environment.

The remainder of this thesis is structured as follows. Based on the importance of individuals' contributions to environmental sustainability, the first objective of this work is to define the concepts of Organizational Citizenship Behavior, Organizational Citizenship Behavior for the Environment and environmental sustainability in theory. Second, some theoretical foundations are given to understand why employees engage in Organizational Citizenship Behavior for the Environment. Third, the factors that influence employees' involvement in Organizational Citizenship Behavior for the Environment are identified. After an abundant literature review, the methodology is presented. Based on the results of five semi-structured interviews with sustainability professionals of leading multinational corporations of the DACHL¹ region, factors that influence Organizational Citizenship Behavior for the Environment are analysed. In addition, this study attempts to analyse which dimensions of environmental sustainability can be most influenced by Organizational Citizenship Behavior for the Environment. This is followed by managerial implications, limitations of the study, and future research directions.

¹ DACHL includes Germany, Austria, Switzerland and Liechtenstein (Ilieva, 2015, p. 1)

2 Contribution to Research

The emerging literature on Organizational Citizenship Behavior for the Environment has essentially dealt with understanding their antecedents, consequences, distinction from related constructs, and measurement validation (Boiral, 2009; Boiral & Paillé, 2012; Daily et al., 2009; Ramus & Killmer, 2007). In addition, past research on sustainability issues has focused mainly on achieving green and low-carbon goals via the promotion of government policies and green technology innovation (Zhang et al., 2019, pp. 48–50). Despite the undisputable beneficial impact of pro-environmental behavior at the workplace, many studies have focused on identifying influencing factors enhancing individual engagement in pro-environmental behavior at home (Ozaki, 2010, pp. 1–2). Kollmuss and Agyeman (2002) defined pro-environmental behavior as:

“behavior that consciously seeks to minimize the negative impact of one’s actions on the natural and built world (e.g. minimize resource and energy consumption, use of non-toxic substances, reduce waste production) (Kollmuss & Agyeman, 2002, p. 240).”

Nevertheless, since the early 2000s, the subject of Organizational Citizenship Behavior for the Environment has increasingly attracted interest among scholars (Figure 2). Especially since 2011, studies dealing with voluntary green workplace behavior have grown exponentially. Between 2011 and 2017 almost 40 studies have focused on the topic of voluntary green workplace behavior (Yuriev et al., 2018, p. 18). This increasing interest can likely be attributed to the academic work of Ramus and Killmer (2007), Daily et al. (2009), Boiral (2009), Boiral and Paillé (2012).

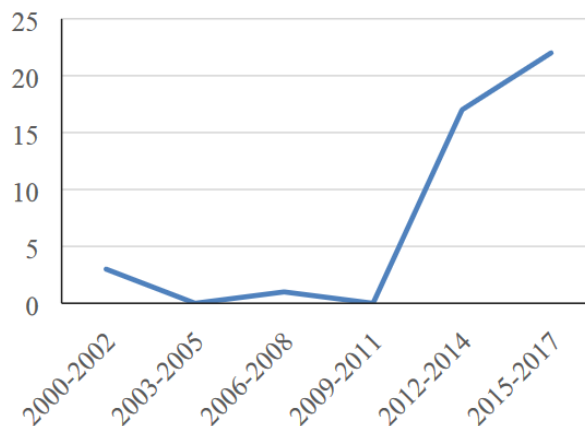


Figure 2: Number of papers published from 2000-2017
(Yuriev et al., 2018, p. 18)

Even though there is a rising global interest in learning about voluntary pro-environmental behavior of employees, it is currently not reflected in the geographical distribution of research as more than 80% of scientific papers represent the situation of the US, Canada and the UK (Yuriev

et al., 2018, p. 18). Therefore, this thesis seeks to take a different route by using data from leading multinational companies of the DACHL region

In addition, the majority of research on the topic of Organizational Citizenship Behavior for the Environment is based on quantitative studies. However, due to their informal and behavioral nature, Organizational Citizenship Behavior for the Environment cannot be solely reduced to measurable and quantifiable variables (Boiral & Paillé, 2012, p. 432). This observation has been further highlighted by Alt & Spitzeck (2016) who argued that qualitative studies would be a valuable contribution to the research around Organizational Citizenship for the Environment. The explorative nature of this research further highlights this choice (Alt & Spitzeck, 2016, p. 56).

Even though some studies have already been conducted on factors that influence Organizational Citizenship Behavior for the Environment (Daily et al., 2009; Ramus & Killmer, 2007), they have not been validated empirically. The research therefore considered it essential to further explore possible influencing factors. This study aims to cover this element through semi-structured interviews with sustainability professionals. The goal is to identify factors that influence Organizational Citizenship Behavior for the Environment - and to find out where environmental sustainability benefits from it.

3 Research Question

This thesis investigates how Organizational Citizenship Behavior for the Environment contributes to environmental sustainability in multinational corporations in the DACHL region. On the basis of an extensive literature review and semi-structured interviews, the objective of this thesis is to explore the following research question:

How can Organizational Citizenship Behavior for the Environment contribute to environmental sustainability in multinational corporations?

This central research question can be divided into three sub-questions:

- What are different facets of Organizational Citizenship Behavior for the Environment?
- What is the relationship between the different facets of Organizational Citizenship Behavior for the Environment and environmental sustainability?
- Which factors impact employees' engagement in Organizational Citizenship Behavior for the Environment?

4 Literature Review

The following part is dedicated to the literature review, which shall provide the reader with a brief overview of the concepts and theory essential for this master thesis's topic, including the research that has been conducted so far.

Specifically, research on individual-level sustainability behavior is explored. To begin with, the literature on Organizational Citizenship Behavior and Organizational Citizenship Behavior for the Environment is reviewed, including the difference between the two concepts. The next part discusses the influencing factors of Organizational Citizenship Behavior for the Environment. Finally, an analysis of environmental sustainability is given.

4.1 Organizational Citizenship Behavior for the Environment

4.1.1 The concept of Organizational Citizenship Behavior

The rules and regulations of the organizations entail certain behavior that are expected from each employee. However, employees sometimes engage in activities that go beyond this expectation. The term Organizational Citizenship Behavior at the workplace was first coined by Katz and Kahn (1966) who observed employees' extra-role behavior at work (Katz & Kahn, 1966).

According to Katz (1964), there are three types of behavior, which are crucial for a well-functioning organization. The first one alludes to the motivation of people to enter and stay within the system. The second type refers to the execution of tasks according to the job requirements. Finally, the third type includes the existence of some room for innovation and spontaneous activity that exceeds the traditional role prescriptions. The author argued that extra-role behavior is essential to the successful functioning of an organization (Katz, 1964, p. 132).

In the last few decades Organizational Citizenship Behavior has become a powerful concept to address extra-role behavior at the workplace. Two scholars have studied its antecedents, construct, dimensions and outcomes (MacKenzie et al., 1993; P. Podsakoff et al., 1990). Although the concept has evolved over time and its definition has varied, its essence, antecedents, and dimensions have remained largely the same.

The nature of this kind of behavior is voluntary and does not involve any remuneration (Tambe, 2014, p. 67). Such voluntary behavior may include helping others, participating in unrewarded organizational activities, dealing with personal development and strengthening the corporate image and values (Niehoff, 2005, pp. 385–397). In addition, these behaviors are often internally motivated and based on a need for personal achievement, competence, belonging or affiliation (Jha & Jha, 2010, p. 27). A study has shown the positive effects of Organizational Citizenship

Behavior on organizational success through increased productivity, better coordination, and employee engagement (Tambe, 2014, p. 67).

Today, Dennis W. Organ (1988) is seen as the leading scholar who coined the concept in the late 1970s (Organ, 1988). According to Organ (1988), the engagement of employees in positive behavior is essential to the survival and prosperous growth of organizations. In his groundbreaking book “the good soldier syndrome” he described the impact of good citizenship for organizations, their nature and origins (Organ, 1988). The results of his studies reveal that employees with higher job satisfaction are more likely to actively engage in Organizational Citizenship Behavior. Organ suggested the following definition of Organizational Citizenship Behavior:

“Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable (Organ, 1988, p. 4).”

In other words, Organizational Citizenship Behavior can be characterized through individual behavior that goes beyond traditional job descriptions. It is voluntary by nature and does not involve any formal remuneration.

4.1.2 The dimensions of Organizational Citizenship Behavior

Literature shows that there has not been any agreement on the dimensions of Organizational Citizenship Behavior among scholars (MacKenzie et al., 1993, p. 71; Podsakoff et al., 1990, p. 515).

Smith et al. (1983) considered altruism and generalized compliance as the two main dimensions of Organizational Citizenship Behavior (p. 658). In 1988, Organ established five dimensions of Organizational Citizenship Behavior, including conscientiousness, sportsmanship, civic virtue, courtesy, and altruism (Organ, 1988).

Following Organ’s five dimensions, Graham (1991) identified organizational obedience, organization commitment, and organization participation as the three main components of Organizational Citizenship Behavior (Van Dyne et al., 1994, p. 767). Finally, Podsakoff et al. (1990) highlighted the increase in organizational performance, suggesting yet a different set of dimensions, including helpful behavior, sportsmanship and loyalty to the organization, compliance, civic virtue, and taking individual initiative including self-development (p. 181).

Despite this variety of dimensions suggested by researchers, the five dimensions developed by Organ have revealed to be most relevant (Organ, 1988). Therefore, a detailed described of each dimension is given below:

- **Conscientiousness** defines discretionary behavior that exceeds the minimum role requirements, such as respecting rules and regulations, and is characterized through an increased level of individual responsibility (MacKenzie et al., 1993, p. 71).
- **Sportsmanship** describes the willingness to tolerate the inevitable inconveniences and duties of work without complaining. This also includes the toleration of minimal inconveniences without complaints to ensure a positive working environment (Organ, 1990, p. 11).
- **Civic virtue** refers to the constructive participation of employees and their active involvement in the organization. Examples include the freedom to express opinions, attend and participate in meetings (Podsakoff et al., 1990, p. 115).
- **Courtesy** involves preventing problems for co-workers, such as consulting co-workers before taking actions that might affect them and keeping them informed. In other words, it includes any behavior that avoids making colleagues work harder (Organ, 1990, p. 3).
- **Altruism** refers to helping behavior directed at other employees of the organization, which ultimately has a beneficial effect to the organization. This could include supporting the onboarding process of new employees or helping employees to complete their tasks if they have fallen behind in their work (Smith et al., 1983, p. 657).

4.2 Organizational Citizenship Behavior for the Environment

4.2.1 The concept of Organizational Citizenship Behavior for the Environment

While the research on Organizational Citizenship Behavior has attracted interest among scholars for many decades, the research on Organizational Citizenship Behavior for the Environment is still a relatively new research topic.

The increasing research interest in Organizational Citizenship Behavior for the Environment has been mainly attributed to the work of Daily et al. (2009) and Boiral (2009) who dealt with the study of discretionary efforts towards the environment made by the employees at the workplace. Based on the previously discussed construct of Organizational Citizenship Behavior, scholars introduced the term Organizational Citizenship Behavior for the Environment for such voluntary pro-environmental behavior. Since then, studies dealing with Organizational Citizenship Behavior for the Environment have increased exponentially (Boiral, 2009; Boiral & Paillé, 2012).

Past studies have illustrated the contribution of Organizational Citizenship Behavior for the Environment in improving organizational environmental performance (Alt & Spitzeck, 2016, p. 48; Boiral & Paillé, 2012, pp. 431–432). As noted by Daily et al. (2009), “the success of important environmental programs may hinge on employee behavior that is beyond the scope of formal reward and performance evaluation systems” (p. 3).

Surprisingly, most studies do not distinguish between employees’ voluntary engagement and their compliance with the company’s formal environmental management practices. Making a clear distinction between those two concepts, however, is of crucial importance as formal environmental systems do not take into account pro-environmental behavior (Boiral, 2009, pp. 221–222). Boiral (2009) argues that the importance of Organizational Citizenship Behavior for the Environment in research and practice stems from a variety of topics, including the large number of environmental topics, the limitations of formal management systems, the importance of helping relationships and the civic nature of voluntary pro-environmental initiatives. These issues require the contribution of employees. Their motivation to contribute can also be attributed to the social relevance of environmental issues and their alignment with their personal values (Boiral, 2009, p. 225; Boiral & Paillé, 2012, p. 434).

Organizational Citizenship Behavior for the Environment describes “individual and discretionary social behavior that are not explicitly recognized by the formal reward system and that contribute to a more effective environmental management by organizations” (Boiral, 2009, p. 223). This definition underlines the voluntary nature of such behavior which is indispensable for increasing the efficiency of environmental management efforts (Paillé et al., 2013, pp. 3552–3553). Lamm et al. (2013) developed yet another definition, referring to Organizational Citizenship Behavior for the Environment as “voluntary behavior not specified in official job descriptions that, through the combined efforts of individual employees, helps to make the organization and/or society more sustainable” (pp. 168–169). In literature, Organizational Citizenship Behavior for the Environment is sometimes referred to as “informal and voluntary green behavior of employees” which can be described as green behavior involving personal initiatives that exceeds organizational expectations (Alt & Spitzeck, 2016, p. 48).

Following the work of Daily et al. (2009), Organizational Citizenship Behavior for the Environment “mirrors an employee’s willingness to collaborate with his/her organization and its members to enact behavior above and beyond his/her job roles that benefit the natural environment” (Luu, 2018, p. 408). Hence, we can say that Organizational Citizenship Behavior for the Environment serves as a complementary element to formal environmental systems, contributes to reducing environmental costs and positively affects the organization’s environmental reputation (Paillé et al., 2014, p. 4).

Some elements require additional exploration. First, engaging in Organizational Citizenship Behavior for the Environment can significantly contribute to limiting organizational resource

consumption, such as recycling paper and cans, using proper electronic waste disposal techniques, and energy conservation (Davis et al., 2009, pp. 147–150; Lamm et al., 2013, p. 169). Second, the voluntary nature of these behavior is one of the main characters of Organizational Citizenship Behavior for the Environment. While some organizations require sustainable action from their employees through formal policies and procedures, Organizational Citizenship Behavior for the Environment is voluntary by nature and not included in formal job roles. Organizational Citizenship Behavior for the Environment does not form part of formal environmental management practices but can improve formal environmental management practices by compensating for the deficiencies (Boiral, 2009, p. 222; Lamm et al., 2013, p. 169; Ramus & Killmer, 2007, pp. 554–555). Lamm et al. (2013) noted that the company culture equally influences an individual employee's motivation to engage in Organizational Citizenship Behavior for the Environment. Third, Organizational Citizenship Behavior for the Environment focuses primarily on the environmental aspect. Despite their positive effect on organizations, employees' active participation in Organizational Citizenship Behavior for the Environment often reveals to be time consuming and is not included in performance evaluation. Organizational Citizenship Behavior for the Environment can be perceived as an individual sacrifice in the short term in exchange for the long-term good of the organization (Lamm et al., 2013, p. 169). Finally, there is no financial benefit for employees for engaging in Organizational Citizenship Behavior for the Environment. Even though there is no individual remuneration attributed to Organizational Citizenship Behavior for the Environment, there is an expected positive effect to the organization as a whole, such as increased well-being of colleagues and the alignment with the organization's pro-environmental values or personal values (Matthies et al., 2011, pp. 242–243). Some examples of voluntary behavior include pollution prevention, waste reduction or the implementation of green technology (Lamm et al., 2013, p. 164).

In their research Yuriev et al. (2018) differentiated between pro-environmental behavior practiced at work and outside of it. The following Fig. 3 shows examples of Organizational Citizenship Behavior for the Environment both within and outside work, which also depend on the organizational context. The study showed that the level of discretion varied according to the kind of Organizational Citizenship Behavior for the Environment involved (Yuriev et al., 2018, pp. 9–10).

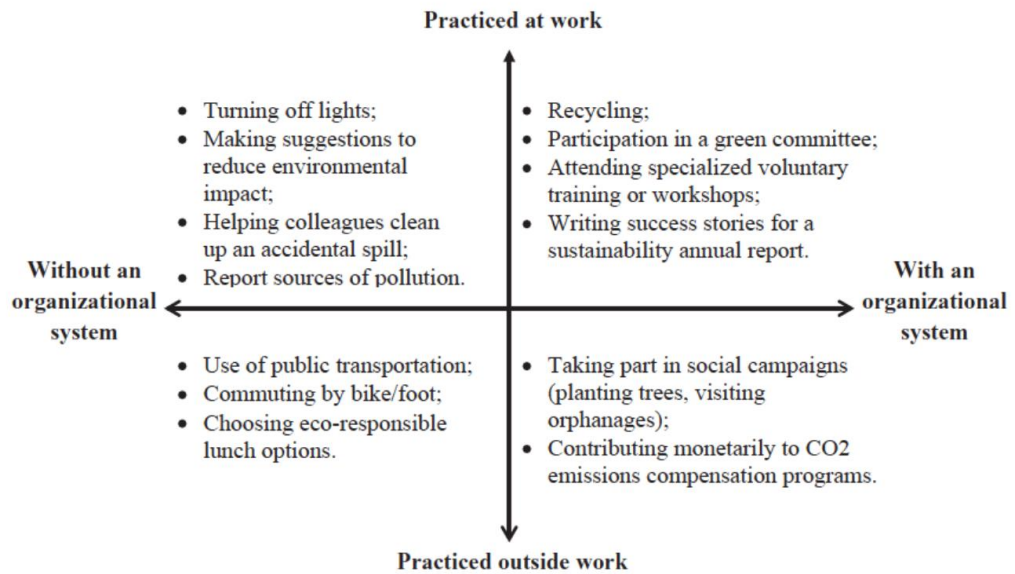


Figure 3: OCBE practiced at work and outside work (Yuriev et al., 2018, p. 10)

For the purpose of this study, the definition coined by Boiral (2009) will be used. This definition is all-encompassing and comprehensive, stating that “individual and discretionary social behavior not explicitly recognized by the formal reward system and contributing to improve the effectiveness of environmental management of organizations” (Boiral, 2009, p. 223).

4.2.2 The dimensions of Organizational Citizenship Behavior for the Environment

In seeking to explore the nature and scope of Organizational Citizenship Behavior for the Environment, scholars have developed different views about the dimensions of Organizational Citizenship Behavior for the Environment.

Boiral (2009) suggested to use the six main categories of OCBs proposed by Organ et al. (2006). The six categories are: (1) helping, (2) sportsmanship, (3) organizational loyalty, (4) organizational compliance, (5) individual initiative, and (6) self-development. If we apply this framework to Organizational Citizenship Behavior for the Environment helping may include activities such as encouraging other employees to find sustainable solutions or actively participate in environmental activities. Environmental sportsmanship may refer to overcoming challenges when engaging in environmental behavior or showing perseverance. Organizational loyalty could include for instance supporting the organization’s environmental commitment or participating in events related to sustainability. Organizational compliance may be based on compliance with organizational values and rules related to environmental issues. Individual initiatives may include internal involvement and participation in environmental activities, such as sharing information or

seeking to minimize waste. Finally, self-development might involve the participation in trainings to increase personal knowhow (Boiral & Paillé, 2012, p. 434).

Ramus and Killmer (2007) proposed a different conceptual framework based on a range of motivating factors, such as supervisory support, social norms, personal predisposition and self-efficacy (Ramus & Killmer, 2007, pp. 557–559). The aim of this framework is to understand the causes and consequences of extra-role eco-initiatives. The underlying assumption of this framework is that eco-initiatives can be predicted and measured from a behavioral perspective. However, the nature and characteristics of such behavior remain unclear (Ramus & Killmer, 2007, pp. 557–559).

Daily et al. (2009) suggested another model including similar variables and objectives. The model assumes that the intensity of Organizational Citizenship Behavior for the Environment is vital for the organization's environmental performance. Yet, the ways how Organizational Citizenship Behavior for the Environment can improve environmental performance and the nature of these behavior remain unclear (Daily et al., 2009, pp. 251–252).

Some scholars raised concern about the broad nature of the previously mentioned dimensions and demanded a narrower focus on specific eco-initiatives such as recycling bottles, using scrap paper, turning off lights at the end of the office day, etc. (Terrier et al., 2016, pp. 1–2). As a response to these concerns, Boiral and Paillé (2012) developed a definition of Organizational Citizenship Behavior for the Environment comprised of three dimensions, which will be used throughout this research paper:

Eco-initiatives: they are associated with employee-driven pro-environmental voluntary behavior, including environmental activities such as recycling, printing less or business travels by train instead of flying. They include pro-environmental suggestions and voluntary initiatives aimed at reducing greenhouse gas emissions. The nature of this category of Organizational Citizenship Behavior for the Environment is action-oriented, unrewarded and voluntary (Boiral & Paillé, 2012, pp. 440–441). While it has been observed that supervisory support fosters employee initiatives, some authors question the voluntary and unrewarded characteristics of Organizational Citizenship Behavior for the Environment. In addition, the room for manoeuvre of such initiatives is largely impacted by the organizational context, including key elements such as corporate culture, decentralized decision-making, empowerment and support from management (Boiral & Paillé, 2012, p. 440).

Civic engagement: the second type of Organizational Citizenship Behavior for the Environment includes contributions to the organization's environmental initiatives, such as participation in environmental events organized by the company or voluntary involvement in events concerning the organization's environmental issues. This could be for instance the active participation in a sustainability conference of the employer. Typically, such activities are closely associated with organizational loyalty. Despite their importance for the achieving environmental objectives, eco-

civic engagement activities have received little interest so far (Boiral & Paillé, 2012, pp. 440–441). As observed by Boiral (2007), the incompatibility of organizational actions with official commitments may be partly due to a lack of eco-civic commitment within organizations. Eco-civic Organizational Citizenship Behavior for the Environment requires voluntary employee support of company-driven environmental initiatives. Therefore, employees' environmental values and those of the organization need to be closely aligned (Boiral, 2007, pp. 127–128).

Eco-helping: this type of Organizational Citizenship Behavior for the Environment refers to mutual assistance concerning environmental issues, such as supporting colleagues to take environmental concerns into account and sharing sustainability know-how. For instance, such environmental actions involve the identification of CO₂ reduction potentials which require collaboration across staff members (Boiral & Paillé, 2012, p. 441). Due the complexity of environmental action, collaboration and mutual support is necessary to solve such issues (Remmen & Lorentzen, 2000, pp. 365–366). Despite the importance of eco-helping in the implementation of environmental action, this aspect has been mostly neglected in literature.

4.2.3 The differentiation between Organizational Citizenship Behavior and Organizational Citizenship for the Environment

There are different views on whether Organizational Citizenship Behavior for the Environment should be seen as “a special application of general Organizational Citizenship Behavior”, or if it is a question of different constructs (Boiral, 2009, p. 233). Lamm et al. (2013) argues that despite being conceptually related to some extent, Organizational Citizenship Behavior and Organizational Citizenship Behavior for the Environment show some empirical differences (Lamm et al., 2013, pp. 170–171). First, Organizational Citizenship Behavior for the Environment is directed at the broader environment in which the organization operates, whereas Organizational Citizenship Behavior is mainly directed at an inter-organizational level (Lamm et al., 2013, p. 170). However, even if Organizational Citizenship Behavior for the Environment is directed mainly at a broader environment, it has an indirect positive impact on the organization, such as reducing costs, improving the firm's reputation or increasing employee satisfaction (Boiral, 2009, pp. 224–230). Second, the main theoretical distinction between Organizational Citizenship Behavior for the Environment and Organizational Citizenship Behavior for the Environment is that improving organizational outcomes is not the only motivation to engage in Organizational Citizenship Behavior for the Environment. In addition, people's commitment and personal feelings impact their motivation for their behavior. This means that individuals with strong feelings for sustainability will need little motivation to engage in Organizational Citizenship Behavior for the Environment while this does not influence their engagement in Organizational Citizenship Behavior (Lamm et al., 2013, pp. 170–171).

In addition, literature distinguishes two types of Organizational Citizenship Behavior:

- (1) Organizational Citizenship Behavior that focuses on the organizational dimension, such as giving advanced notice to colleagues when missing work (Lamm et al., 2013, p. 170).
- (2) Organizational Citizenship Behavior that is directed toward the individual dimension, such as taking a personal interest in coworkers (Lamm et al., 2013, p. 170).

Following this distinction, Organizational Citizenship Behavior for the Environment could be considered as a third type of Organizational Citizenship Behavior, referring to “voluntary behavior not specified in official job descriptions that, through the combined efforts of individual employees, helps to make the organization and/or society more sustainable” (Lamm et al., 2013, p. 165).

The author of this thesis supports the view that although Organizational Citizenship Behavior for the Environment shares some similarities with Organizational Citizenship Behavior, it must be seen as a different construct. The interconnectedness and complexity of environmental sustainability aspects underline the possible positive effects both on a broad environment and on an organizational level.

4.3 Factors that could impact Organizational Citizenship Behavior for the Environment

The following part is dedicated to factors that could encourage employees to engage in Organizational Citizenship Behavior for the Environment. Based on the current academic literature, the following factors have shown to be most salient: (1) environmental concern, (2) organizational commitment, (3) perceived supervisory support, and (4) organizational support.

The following table gives an overview about the influencing factors mentioned in scientific papers.

Influencing factor	Author
Environmental concern	Daily et al., 2009, Temminck et al., 2015; Ruepert et al., 2016; Kollmuss & Agyeman, 2002; Pinzone et al., 2016; Yuriev et al., 2018
Organizational commitment	Zutshi & Sohal, 2003; Ilen & Meyer, 1990; Temminck et al., 2015
+ Perceived supervisory support	Ramus & Killmer, 2007; Ramus & Steger, 2000; Mi et al., 2019; Podsakoff et al., 1990; Zhang et al., 2016; Daily et al., 2009; Liden et al., 2013; Buil et al., 2018
Perceived organizational support	Paillé & Boiral, 2013; Gibney, 2011; Ramus & Steger, 2000; Lamm et al., 2013; Paillé & Mejía-Morelos, 2014; Raineri & Paillé, 2016

Table 1: Literature review regarding influencing factors

4.3.1 Environmental Concern

Individual's concern for environmental issues has been identified as an important indicator for engaging in unrewarded environmental actions that go above and beyond employees' job requirements in an organizational setting (Daily et al., 2009, pp. 245–248; Temminck et al., 2015, pp. 405–412). Environmental concern refers to “an individual's awareness and attitudes towards the environmental threats facing humankind” (Temminck et al., 2015, p. 403) and are strongly shaped by an individual's internal value system (Stern et al., 1995, pp. 1611–1612). Following Schultz's view, environmental concern is associated with “the degree to which people view themselves as part of the natural environment” (Schultz, 2000, p. 391). Environmental concerns are deeply rooted in individuals set of values of themselves, their families, communities, plants or animals (Daily et al., 2009, p. 247).

Two studies have been conducted concerning the impact of the environment on consumers' environmental behavior (Ertz et al., 2016; Hinsch et al., 2021). Based on their underlying values concerning environmental issues, consumers tend to choose environmentally-friendly products, recycle their household waste and manage their energy consumption responsibly (Daily et al., 2009, p. 248). Studies have revealed that in a work context individuals with a strong concern for the environment are more likely to engage in environmental-friendly behavior, such as recycling or the use of green electricity (Ruepert et al., 2016, pp. 61–67). For example, the effort to separate

waste or figure out options for green energy involves additional individual effort and, hence, might benefit from an individual's concern for the environment (Temminck et al., 2015, p. 3).

As reported by Kollmuss & Agyeman (2002), people who raise concern about environmental topics do so both in the working environment and at home (Kollmuss & Agyeman, 2002, p. 240). They see it as a moral obligation to actively engage in pro-environmental behavior. In the same vein, Boiral (2016) referred to the stage of consciousness development of individuals, which is "assimilated throughout one's life in order to adapt to the challenges of one's environment or to fulfill certain potentials" (Boiral et al., 2013, p. 366).

When developing environmental concern, social norms play an important role. In this context, the work of Pinzone (2016) "captures social processes among employees that lead to a shared perception of Organizational Citizenship Behavior for the Environment as the standard way of behaving on environmental issues" (Pinzone et al., 2016, p. 207).

Literature has shown that the likelihood to engage in Organizational Citizenship Behavior for the Environment is closely linked to the extent to which employees can express their "green self" at the workplace. In other words, if employees have strong environmental concern, the right conditions need to be met to enable pro-environmental behavior at the workplace. This may include, for instance, the existence of appropriate communication channels and sufficient autonomy to subordinates (Yuriev et al., 2018, p. 25).

Ruepert et al. (2016) observed that "some employees indicated that they would more often engage in pro-environmental actions at work when the organization would create the right conditions for acting upon their feelings of moral obligation, by securing sufficient autonomy and control over pro-environmental behavior" (Ruepert et al., 2016, p. 65).

4.3.2 Organizational Commitment

The environmental management literature suggests that organizational commitment from employees across all levels in the organization is necessary to successfully achieve corporate sustainability (Zutshi & Sohal, 2003, p. 637).

Organizational commitment refers to "both a state of positive obligation to an organization and a state of obligation developed as a by-product of past actions. This state of commitment, in turn, obliges an individual to some range of actions that fulfills the terms of the commitment, which raises the question, just what are the terms of the commitment in an organizational setting" (Brown, 1997, p. 2).

Allen & Meyer (1990) proposed a conceptualization for organizational commitment, dividing organizational commitment into three dimensions:

- **Affective commitment:** it involves the extent to which employees embrace the goals and values of the organization. This includes employees' involvement with the organization and their perceived personal responsibility for the level of organizational success (p. 3).
- **Continuance commitment:** it refers to the employee's relationship with the organization their rewards for their work, including salary and benefits (pp. 3–4).
- **Normative commitment:** it describes expected standard of behavior or social norms of employees. The underlying expectation is that employees work only for compliance and formality (pp. 3–4).

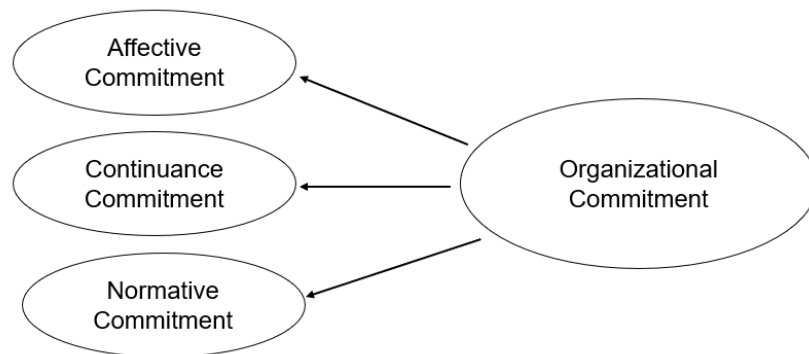


Figure 3: Conceptual Framework of Organizational Commitment
(Allen & Meyer, 1990, pp. 3–4)

A positive attitude of the employee towards the organization is likely to enhance the engagement in Organizational Citizenship Behavior for the Environment. On the contrary, employees who do not identify with the organization's goals and values but show concern about the environment, are less inclined to show Organizational Citizenship Behavior for the Environment (Temminck et al., 2015, p. 405). Further research found that affective commitment shows the strongest correlations with organization related outcomes, which would also include Organizational Citizenship Behavior for the Environment (Temminck et al., 2015, pp. 405–406). Following this reasoning, a strong focus is put on affective commitment in this thesis.

Peterson's findings (Peterson, 2004) suggested that organizational commitment is strongly impacted by employees' perceptions of their organization's social performance. Hence, a strong perceived corporate social performance is likely to lead to increase organizational commitment, and hence also lead to increased environmental concern (Daily et al., 2009, pp. 248–249;

Peterson, 2004, p. 300). This also linked to the alignment of values between employees and the organization.

4.3.3 Perceived Supervisory Support

Perceived Supervisory Support towards environmental improvement has attracted strong interest among researchers (Ramus & Killmer, 2007, pp. 557–558; Ramus & Steger, 2000, pp. 611–619; Zutshi & Sohal, 2003).

Employees often see their supervisor as the most influential person to shape their attitudes. Many employees consider their supervisor as a representative of the company and, therefore, see them as an extension of the company (Ogilvie, 1986, p. 341). Hence, the way supervisors are perceived by their employees is often decisive for their attitudes. As consequence, when employees perceive that their supervisors engage in Organizational Citizenship Behavior for the Environment to push environmental objectives, this also increases the propensity for them to engage in such behavior. Despite the voluntary and unrewarded nature of Organizational Citizenship Behavior for the Environment, employees often assume that their supervisor will take the pro-environmental behavior into consideration at a later stage.

Various researchers such as Ramus & Killmer (2007) drew the attention to the importance of managerial support in their investigations. They believe that guidance from their supervisors is a necessary element to increase employees' likelihood to engage in environmental initiatives. On the contrary, their findings suggest that if there is a lack of support from the management, the likelihood for Organizational Citizenship Behavior for the Environment decreases (Ramus & Steger, 2000, p. 558). Other researchers, such as Mi et al. (2019), have taken a similar approach, stating that efforts supported by top management increase the likelihood to engage in voluntary pro-environmental initiatives (Mi et al., 2019, p. 1).

Various leadership styles have revealed to be decisive for the employees' voluntary and involuntary behavior at the workplace. Past studies have found that servant and transformational leadership style increase the propensity for Organizational Citizenship Behavior for the Environment (Mi et al., 2019; Podsakoff et al., 1990; Zhang et al., 2016). What characterizes Organizational Citizenship Behavior for the Environment is that employees transcend their self-interests and go beyond their traditional role description (Daily et al., 2009, p. 251). Consequently, managers cannot enforce such behavior on employees. Nevertheless, managers can create the right conditions in the workplace, where engagement in voluntary pro-environmental behavior can prosper.

Servant Leadership

Recent research has revealed the importance of environmentally specific servant leadership styles as a driver for employees' proactive and extra-role behavior. Servant leadership style has shown the ability to shape employees into other "servant leaders" who actively contribute to environmental sustainability (Liden et al., 2013). In this research, Luu (2018) has demonstrated that employees confronted with a servant leadership style tend to develop positive affective responses toward environmental conservation (p. 407). Servant leadership style relies on the assumption that leaders who focus on employee's needs, empathy and ethical behavior perform best at motivating employees (Luu, 2018, p. 408). Servant leaders have been characterized for being empathetic, trustworthy and being able to develop leadership abilities in others (Lumpkin & Achen, 2018, p. 3).

In his work "The Servant as Leader," Robert Greenleaf conceptualized the term servant leadership:

"The servant-leader is servant first [...]. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve — after leadership styles is established. The leader-first and the servant- first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature (Greenleaf, 1977, p. 6)."

Consequently, a servant leader can be described as a person who goes beyond one's self-interest, ensuring the fulfillment of the needs of their followers. In a similar vein, Sousa and van Dierendonck (2017) defined servant leadership styles as "a model in which the moral virtue of humility co-exists with action-driven behavior" (p. 14). Likewise, an environmentally specific servant leadership style prioritizes environmental benefits over economic benefits for the leader and for the organization, putting emphasis on pro-environmentalist values (Luu, 2020, p. 408).

Transformational Leadership Style

Buil et al. (2018) have identified the transformational leadership style as being beneficial to promote a high-quality exchange relationship with subordinates by showing a caring and supportive attitude (pp. 64–65). Based on the norm of reciprocity, subordinates will increase their care and loyalty to the organization, and thus contribute to environmental objectives with a pro-environmental behavior. The Social Exchange theory (Thibault & Kelley, 1959) is the theoretical basis to understand this interaction relationship between leaders and subordinates (Daily et al., 2009, p. 8; Paillé et al., 2013, p. 3553).

Transformational leadership defines leaders who show a strong capability of changing and motivating their followers to reach organizational goals (McShane & Von Glinow, 2020). According to Bass (1990), transformational leaders

“elevate the desires of followers for achievement and self-development, while also promoting the development of groups and organizations. Instead of responding to the immediate self-interest of followers with either a carrot or a stick, transformational leaders arouse in the individual a heightened awareness to key issues, to the group and organization, while increasing the confidence of followers, and gradually moving them from concerns for existence to concerns for achievement, growth and development (Bass & Avolio, 1990, p. 22).”

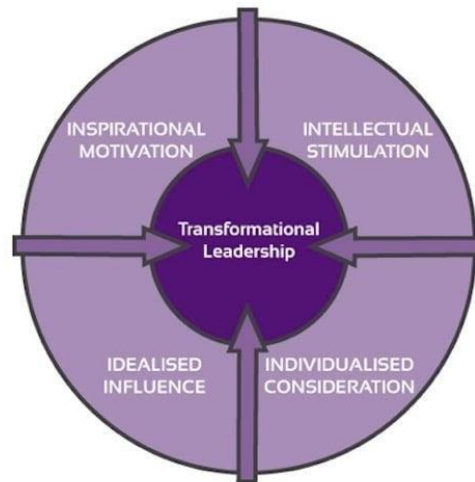


Figure 4: Transformational Leadership Style (Burton, 2021, p. 9)

Research on the transformational leadership style has identified four dimensions, including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Avolio, 1990, p. 22). First, idealized influence refers to a leader who is characterized through moral commitment to environmental causes and concern for future generations. The leader sets an example to follow. Second, inspirational motivation alludes to the intrinsic motivation of employees to achieve environmental objectives. The leader inspires employees to exceed the job requirements to engage in Organizational Citizenship Behavior for the Environment. Third, intellectual stimulation alludes to employees' encouragement to challenge the environmental status quo by the leader, enabling innovative ways of implementing environmental practices, procedures, and systems. Fourth, individualized consideration refers the relationship the leader cultivates with their employees in terms of environmental matters. This element involves being mindful about employee's needs (Bass & Avolio, 1990, p. 22; Robertson & Barling, 2013, p. 179).

4.3.4 Perceived Organizational Support

Perceived organizational support has been identified as another influencing factor of Organizational Citizenship Behavior for the Environment (Paillé & Boiral, 2013, pp. 119–120).

According to applied psychology, perceived organizational support can be defined as “employees’ global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Eisenberger et al., 1986, p. 500). Perceived organizational support has been described to positively effect extra-role behavior directed at the organization’s operations (Eisenberger et al., 1990, p. 52). On the opposite, employees who do not perceive organizational support for these efforts might be reluctant to engage in Organizational Citizenship Behavior for the Environment (Gibney, 2011, pp. 1089–1990).

A study by Ramus & Steger (2000) has shown that employees’ perceived organizational support towards the environment is positively linked to employees’ willingness to engage in eco-initiatives (p. 609). In the same vein, the study by Lamm et al. (2013) revealed that general perceived organizational support enhances Organizational Citizenship Behavior for the Environment (p. 166). It is based on employees’ “global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Lamm et al., 2013, p. 172). This evidence shows that the perception of “green behavior” by an organization is likely to contribute to employees’ involvement in Organizational Citizenship Behavior for the Environment (Temminck et al., 2015, p. 3). Paillé & Mejía-Morelos (2014) argued

“if employees are aware that becoming greener is an important objective of their employer, and the employer demonstrates its interest in creating, developing and maintaining high-quality relationships in the long term, individuals might be more prone to reciprocate by performing Organizational Citizenship Behavior for the Environment on the job (Paillé & Mejía-Morelos, 2014, p. 126).”

In other words, “an employee who sees the employer as supportive is likely to return the gesture” (Cropanzano & Mitchell, 2005, p. 883). Paillé & Boiral (2013) argued that Organizational Citizenship Behavior for the Environment can be considered as a form of repayment in exchange for organizational support (Paillé et al., 2013, p. 3559). The reciprocity principle suggests that an employee is more likely to engage in Organizational Citizenship Behavior for the Environment if he or she feels support from the organization (Paillé & Mejía-Morelos, 2014, p. 126). Based on the Social Exchange theory (Thibault & Kelley, 1959), establishing long-term exchange relationships with employees by fostering employee participation can be perceived as a sort of organizational support (Sun et al., 2007, p. 560). Such a context favors reciprocal activities of employees by stimulating them to engage in Organizational Citizenship Behavior for the Environment (Raineri & Paillé, 2016, p. 134).

Perceived organizational support is closely connected with corporate values that are in alignment with sustainability practices (Lamm et al., 2013, p. 165). Businesses who incorporate environmental values throughout their business processes increase the likelihood for Organizational Citizenship Behavior for the Environment (Harris & Crane, 2002, pp. 215–216). This affirmation has been empirically confirmed by scholars such as Lamm et al. (2013) or Paillé & Boiral (2013). Paillé & Boiral (2013) argued that “a work setting that fosters employee willingness to engage in environmentally-friendly behavior” could increase employees

engagement in Organizational Citizenship Behavior for the Environment due to their sensitivity to corporate values and objectives (Paillé & Boiral, 2013, p. 126).

4.4 Environmental Sustainability

To fully grasp the meaning of environmental sustainability, some insights into the emergence of sustainable development, corporate sustainability and the closely associated Triple Bottom Line model seem to be necessary.

4.4.1 Environmental Sustainability

The term environmental sustainability was coined by Goodland (1995), who suggested that

“environmental sustainability seeks to improve human welfare by protecting the sources of raw materials used for human needs and ensuring that the sinks for human wastes are not exceeded, in order to prevent harm to humans (Goodland, 1995, pp. 1–24).”

In addition, Goodland (1995) considered environmental sustainability as a set of constraints on the four major activities regulating the scales of the human economic subsystem: “the use of renewable and non-renewable resources on the source side, and pollution and waste assimilation on the sink side” (p. 10).

“Environmental” is typically used to describe the human interaction with the ecosystem. This is what differentiates it from ecological sustainability, which defines the concept of interdependence of elements within a system. In contrast, environmental sustainability can be conceptualized as a balanced and interconnected system that enables human beings to satisfy their needs while the ecosystems continue to regenerate themselves (Morelli, 2013, pp. 4–6).

Human activities such as deforestation, overexploitation of natural resources and overpopulation have harmed the environment and force businesses to prevent further deterioration. Some examples which have tried to alleviate the situation include: design and deliver products and services that contribute to a more sustainable economy, use environmentally responsible and sustainable energy sources and invest in improving energy efficiency, design for re-usability and recyclability or reduce waste emissions (Morelli, 2013, pp. 4–6). The following definition has been given by Morelli (2013):

“More specifically, environmental sustainability could be defined as a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate the services necessary to meet those needs nor by our actions diminishing biological diversity (p. 5).”

To the author’s knowledge there is no clear framework of environmental sustainability which facilitates the understanding of the different dimensions of environmental sustainability. However,

it can be assumed that elements that affect the environmental performance represent some of the key indicators. Following Boiral et al. (2008)'s definition, environmental performance is often closely related to efforts improving organizational productivity and efficiency, such as technological innovation, loss and waste reduction and lean management (Boiral, 2009, p. 229). Other scholars described environmental performance as the effects of business activities on the natural environment. This typically involves resource consumption, waste generation and emissions (Gallego-Alvarez et al., 2014, p. 7809). The consumption of resources aims to be reduced at a minimum level and used as efficient as possible (Wang et al., 2017, p. 22).

Environmental performance has also been linked to contribute to organizational effectiveness. There are multiple reasons behind an increase in organizational effectiveness, such as higher productivity of coworkers and managers, greater flexibility to adapt to environmental chances or fewer resources needed for maintenance tasks. Multinational corporations are focusing on environmental performance as a core part of their business strategies (Kataria et al., 2012, p. 105). The reasons are manifold. First of all, government regulations play an important role as businesses need to comply with environmental standards. Furthermore, stakeholders, such as investors, customers, non-governmental organizational, local communities, and employees are pushing business to increase their environmental performance (Wisner et al., 2006, p. 144). Environmental performance may include results such as pollution reduction, the development of energy- or resource-saving products, the greening of supply or distribution networks, the design of products for reuse, etc. (Ramus & Killmer, 2007, p. 555).

4.4.2 Sustainable Development

The origins of environmental sustainability have been strongly associated with the emergence of "sustainable development", a concept which was popularized in the United Nations World Commission on Environment and Development's (WCED) Brundtland report "Our Common Future" (1987). The publication of the Brundtland report introduced the concept of "sustainable Development", which aims to meet the needs of both current and future generations (Hahn, 2022, p. 2). The so-called "Brundtland-definition"² is probably the most cited contemporary characterization of sustainable development and is still the one most often referred to:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987, p. 41)."

According to this definition, sustainable development is not only about (natural) resource utilization for immediate productive purposes but also includes social aspects such as fair labor practices or fair distribution of resources (Hahn, 2022, p. 2). Two concepts in this definition are particularly interesting. First of all, the concept of "needs" of the world's poor, which shall be given

² Brundtland Report was named after the chairperson of the commission, then Norwegian prime minister Gro Harlem Brundtland (R. Hahn, 2022, p. 2)

priority. Second, the reference to limitations on the environment's ability to meet the needs of present and future generations. Although it is not explicitly mentioned in the definition, there is a clear link between development and ecological limits (Tost et al., 2018, p. 970).

Since 1987, research in the area of sustainability has increased significantly and has been integrated into various disciplines. This rising interest in the topic has been shown by the number of published articles (Goni et al., 2015, p. 192).

4.4.3 Corporate Sustainability Framework

When transposing this idea to the business level, most researchers have based their investigations on the Brundtland-definition (WCED, 1987), seeking to understand the academic and practical implications of "sustainable development". The related concept of corporate sustainability started being widely used in academia in the 1990s (Montiel, 2008, p. 254). In their research, Dyllick & Hockerts (2002) defined corporate sustainability as

"meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without compromising its ability to meet the needs of future stakeholders as well. Towards this goal, firms have to maintain and grow their economic, social and environmental capital base while actively contributing to sustainability in the political domain (Dyllick & Hockerts, 2002, pp. 131–132)."

In other words, business need to contribute to sustainable development, including environmental, social and economic aspects, to meet stakeholders' expectations.

Since then, corporate sustainability has emerged as a business strategy for organizations and has increasingly attracted interest among scholars and practitioners (Chowdhury et al., 2015, p. 462). Increasing global problems like climate change have provoked this increasing public perception about a firm's responsibility to provide solutions from a business perspective. As of today, studies have focused on the incorporation of corporate sustainability into their business strategy and the long-term benefits of corporate sustainability. In addition to meeting regulatory requirements, sustainability is becoming a core part of businesses to manage reputation risk, to ensure long-term financial excellence, and to achieve competitive advantage (Meurer et al., 2019, p. 3).

Scholars have developed various definitions, which include different aspects of corporate sustainability. Hahn et al. (2015) argued that corporate sustainability "is based on the conviction that firms have a responsibility that goes beyond financial performance and shareholder interests. It also builds upon the idea that competing environmental and social concerns at the level of overarching societal and natural systems have intrinsic value" (Hahn et al., 2015, p. 240).

As Lozano (2011) observed, corporate sustainability includes

“corporate activities that proactively seek to contribute to sustainability equilibria, including the economic, environmental, and social dimensions of today, as well as their inter-relations within and throughout the time dimension (i.e. the short-, long-, and longer-term), while addressing the company’s systems, i.e. operations and production, management and strategy, organizational systems, procurement and marketing, and assessment and communication; as well as with its stakeholders” (Lozano, 2011, p. 50).”

Other definitions, such as the one proposed by Dyllick & Muff (2015) are vaguer and referred to corporate sustainability as “a truly sustainable company” that understands “how it can create a significant positive impact in critical and relevant areas for society and the planet” (Dyllick & Muff, 2015, p. 11).

However, despite the important variety in definitions, most scholars decided to integrate economic, social and environmental aspects in the concept of corporate sustainability (Bansal, 2005). Hence, Dyllick & Muff (2015) suggested the following definition:

“Managing the triple bottom line—a process by which firms manage their financial, social and environmental risks, obligations and opportunities. These three impacts are sometimes referred to as people, planet and profits (Dyllick & Muff, 2015, p. 9).”

4.4.4 The Triple Bottom Line model

The Triple Bottom Line model was first introduced by Elkington in 1997 and is widely used today in the context of corporate sustainability (1997). It provides an accounting framework that examines a company’s social, environmental, and economic impact. Many businesses have adopted the Triple Bottom Line sustainability framework to measure their performance on these three dimensions (Slaper & Hall, 2011, pp. 4–6).

In a corporate context, it is sometimes referred to as the “three Ps of people, planet, profit”. The economic pillar usually involves the need of company to generate profits. It deals with the flow of money, including income, taxes, employment, or business climate factors. The environmental dimension focuses on environmental issues and resource preservation. It refers to measurements of natural resources and the impact on their viability. Some examples include air and water quality, energy consumption or natural resources. With regards to the third pillar, the social aspect of sustainability, topics such as equal opportunity and social justice are discussed. It reflects the social dimensions of a community or region and typically incorporates areas such as education, access to social resources or social capital (Hahn, 2022, p. 12; Slaper & Hall, 2011, p. 5).

The ultimate aim of the Triple Bottom Line model is to balance the three elements to achieve long-term sustainability and social responsibility. Yet, measuring the environmental and social dimensions can sometimes be challenging as they do not have a common unit of measurement. (Montiel, 2008, p. 260). As the focus of this research lies on the environmental dimension, the social and economic factors are only dealt with marginally.



Figure 5: The Triple Bottom Line (Kisacik & Arslan, 2017, p. 27)

4.5 Conclusion Literature Review

As a concluding remark of the literature review, various factors that impact the environmental dimension of sustainability could be identified. According to the current state of literature, being aware of these influencing variables is essential to enhance employees' involvement in Organizational Citizenship Behavior for the Environment.

5 Theoretical Framework

In this chapter some theoretical foundations are given to increase the understanding why employees engage in Organizational Citizenship Behavior for the Environment Organizational Citizenship Behavior. There are three theories which are relevant to explain the reason for employees' engagement in Organizational Citizenship Behavior for the Environment: the Social Exchange theory (Thibault & Kelley, 1959), the theory of Normative Conduct (Cialdini et al., 1991), and Stakeholder theory (Freeman, 1984).

5.1 Social Exchange theory

The Social Exchange theory (Thibault & Kelley, 1959) is among the most prominent conceptual perspectives regarding discretionary pro-environmental employee behavior (Priyankara et al., 2018, p. 4). Various researchers have successfully associated the Social Exchange theory (Thibault & Kelley, 1959) with the construct of Organizational Citizenship Behavior for the Environment (e.g., Paillé et al. 2016; Paillé and Raineri 2015; Raineri et al. 2016).

Social Exchange theory (Thibault & Kelley, 1959) has been mainly attributed to the work of Thibault & Kelley (1959) and has its roots in different disciplines, including anthropology, social psychology, and sociology (Cropanzano & Mitchell, 2005, pp. 874–875). The theory deals with human exchange relations both at micro and macro levels, including economic and social exchange relations (Emerson, 1976, pp. 335–362). While economic exchange is connected with explicit monetary rewards in an employment relationship, social exchanges are associated with unspecified obligations without any monetary remuneration and often involves other chains of exchange (Blau, 1964). A key element of Social Exchange theory (Thibault & Kelley, 1959) is reciprocity. The term defines an “an inner obligation that arises within a person to repay another party since he or she is taken care of by that particular party” (Blau, 1964, pp. 193–206). This involves two inter-related demands: people should help and not injure those who have helped them (Gouldner, 1960, p. 171).

The Social Exchange theory (Thibault & Kelley, 1959) can be closely related to leadership. In fact, different leadership styles can play an important role in engaging employees in environmental-friendly behavior. This includes creating conditions that favour environmentally sustainable actions, proving support for such actions, building up environmental knowhow and acknowledge employees' environmental initiatives (Boiral et al., 2015, pp. 435–437; Priyankara et al., 2018, p. 4). Hence, supporting employees in engaging in Organizational Citizenship Behavior for the Environment can contribute to corporate sustainability (Ramus & Steger, 2000, p. 606). On the opposite, ignoring employees' ideas, a lack motivational capabilities and poor leadership styles seems to reduce their willingness to generate innovative ideas (Yuriev et al., 2018, p. 26).

As the leader acts a facilitator to Organizational Citizenship Behavior for the Environment, a social exchange between the leader and the group member takes place. Applying the Social Exchange theory (Thibault & Kelley, 1959) to Organizational Citizenship Behavior for the Environment, the person who receives support from the leader to engage in Organizational Citizenship Behavior for the Environment reciprocates by voluntarily helping others to be more environmentally-friendly. In addition, the Social Exchange theory sends a strong signal about the leader's environmental values beyond formal job requirements. Leader's support for the environment can influence employees' behavior in two ways. First, the group leader's behavior tends to be imitated by other employees in exchange for the support received by their leader. Second, the leader's attitude to sustainability does not only influence individual's behavior but also the whole membership collectively. According to the Social Exchange theory (Thibault & Kelley, 1959), this involves a dual reciprocity. First of all, between the leader and the employee, and secondly, between the leader and the whole group (Priyankara et al., 2018, pp. 14–17). Due to this dual reciprocation, employees are more likely to engage in Organizational Citizenship Behavior for the Environment in exchange of the environmental specific support received from the group leader. In addition, it favors the creation of an environmentally-friendly conduct for increased Organizational Citizenship Behavior for the Environment by other group members (Priyankara et al., 2018, p. 7).

5.2 Theory of Normative Conduct

The theory of Normative Conduct (Cialdini et al.,1991) is relevant to Organizational Citizenship Behavior for the Environment because it helps to explain how to drive employees' behavior in most circumstances.

The theory of Normative Conduct (Cialdini et al.,1991) is a theoretical perspective with origins in sociology and social psychology. The origins can be traced back to the work of Cialdini et al. (1991) who analyzed the role of salience for descriptive and injunctive social norms to impact behavior (p. 202). The focus of this theory lies in the connection between norms and behavior (Kallgren et al., 2000, pp. 1002–1003). Social norms refer to behavior that is expected from an individual within a group or organization. In fact, collective knowledge is seen as beneficial to drive behavior of groups (Lapinski & Rimal, 2005, p. 126). The theory of Normative Conduct (Cialdini et al.,1991) establishes a link between behavior and social norms. According to the theory of Normative Conduct (Cialdini et al.,1991), there are two types of norms: injunctive and descriptive. Injunctive norms are defined as “rules or beliefs as to what constitutes morally approved and disapproved conduct” (Cialdini et al., 1991, p. 1015), whereas descriptive norms refer to what the majority of people do in normal circumstances. In other words, descriptive norms

describe what is done and injunctive norms describe what should be done (Kinzig et al., 2013, p. 166).

Ultimately, we can say that an environmentally-friendly work climate drives behavioral norms within an organization that are relevant to environmental sustainability. Applying the theory of Normative Conduct (Cialdini et al., 1991) to environmentally-friendly behavior, perceived green behavior influences Organizational Citizenship Behavior for the Environment: First of all, a focus on sustainability by the organization is closely connected to injunctive norms. Secondly, a focus on sustainability of co-workers refers to descriptive norms. When employees perceive green behavior such as voluntary participation in environmental activities, supporting each other and bringing innovative ideas this builds up a descriptive norm. This positive descriptive norm encourages similar behavior at work (Norton et al., 2014, pp. 49–54; Priyankara et al., 2018, p. 7).

5.3 Stakeholder theory

This study uses Stakeholder theory to understand Organizational Citizenship Behavior for the Environment from a holistic perspective. An outstanding performance of business needs to satisfy the interests of multiple stakeholders (Barter, 2011, p. 2).

The origins of Stakeholder theory (Freeman, 1984) can be traced back to the work of Freeman (1984). Stakeholders can be defined as individuals and groups who can affect organizations to behave in a certain way or who are affected by a company's actions (Freeman & Mcvea, 2001, p. 5). From a stakeholder perspective, businesses can be defined as set of relationships among groups that have an interest in the business (Parmar et al., 2010, p. 4).

Stakeholder theory (Freeman, 1984) suggests that the implementation of processes must satisfy the interests of all stakeholders and groups (Freeman & Mcvea, 2001, p. 11). Past literature distinguished between primary and secondary stakeholders. Primary stakeholders are the most influential group of stakeholders, including employees, customers, suppliers, and shareholders. On the other hand, secondary stakeholders refer to actors such as the media and special interest groups (Buysse & Verbeke, 2003, p. 458).

According to the Stakeholder theory (Freeman, 1984), "if we adopt as a unit of analysis the relationships between a business and the groups and individuals who can affect or are affected by it then we have a better chance to deal with these three problems" (Parmar et al., 2010, p. 3).

Donaldson and Preston (1995) distinguished between three parts of Stakeholder theory (Freeman, 1984), including descriptive, instrumental and normative:

- descriptive: it is a framework to describe what the corporation is
- instrumental: it deals with possible links between the practice of stakeholder management and the achievement of corporate performance goals
- normative: it is the most fundamental basis of Stakeholder Theory (Freeman, 1984) and deals with the interests of managers and corporations (Donaldson & Preston, 1995, pp. 174–175; Parmar et al., 2010, p. 7)

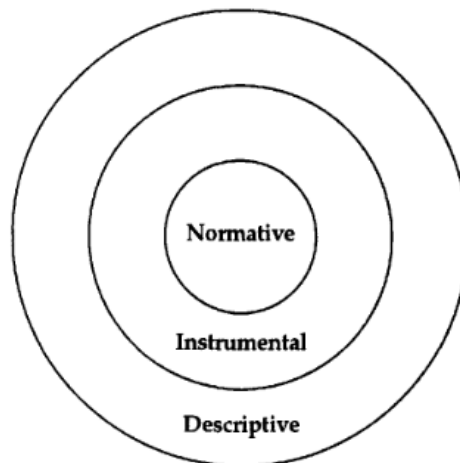


Figure 6: Three aspects of Stakeholder Theory
(Donaldson & Preston, 1995, p. 183)

The success of businesses often largely depends on the fulfillment of stakeholders' interest (Husillos & Álvarez Gil, 2008, p. 128). To improve a company's environmental performance, environmental management practices need to consider the needs of different stakeholders, such as customers (Jackson & Apostolakou, 2010, pp. 272–273). Moreover, stakeholder pressure can incentivize businesses to proactively engage in environmental practices (Murillo-Luna et al., 2011, p. 1419).

6 Methodology

This chapter deals with the methodology used to conduct this research. The research “onion” is used to offer the reader a detailed description of the researcher’s methodology applied. It is a framework that was developed by Saunders et al. (2016) and describes the different “layers” of the development of the research conducted. In the following graph we can see that each of the onion’s layer is dedicated to a particular part of the research process. It is important to use the framework from the outer layer to the inner layer (Saunders et al., 2016, pp. 123–124).

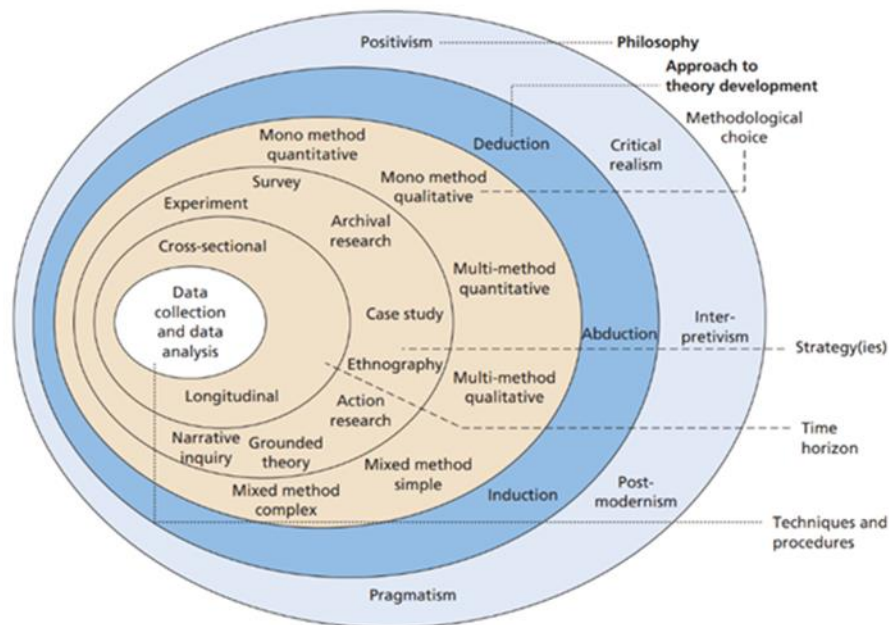


Figure 4.1 The research 'onion'
Source: © 2015 Mark Saunders, Philip Lewis and Adrian Thornhill

Figure 7: The research „onion“ (Saunders et al., 2016, p. 164)

In the following sections the different layers are presented. The first section deals with research philosophy. The second section illustrates the choice of the research approach. The next two sections discuss how the data was collected and analyzed and give insights into the time horizon.

6.1 Philosophy

The outermost layer sets the stage for the following research process and deals with research philosophy.

According to Saunders et al (2016), research philosophy refers to a “set of system of beliefs assumptions about the development of knowledge” (Saunders et al., 2016, p. 124). Research philosophy distinguishes between two main paradigms: positivism and interpretivism. They aim to guide the researcher in his or her work and are both situated at the very extreme of a continuous line of paradigms. While the positivist approach sees the social reality as being singular and objective, interpretivism sees different realities and is subjective (Collis et al., 2021, p. 41).



Figure 8: A continuum of paradigms (Collis et al., 2021, p. 41)

6.1.1 Interpretivism

Interpretivism is built upon the belief that social reality is a subject perception (Collis et al., 2021, pp. 40–41). According to interpretivist approach, cultural backgrounds and circumstances lead to different social realities. In contrast to natural sciences, human beings and their social worlds must be studied differently because they involve different meanings (Saunders et al., 2016, p. 140). The interpretive philosophy is often associated with qualitative research. The researcher needs to understand the subjective and socially constructed meanings (Denzin & Lincoln, 2011, pp. 1–19).

The objective of this research is not to find out law-like generalizations about Organizational Citizenship Behavior for the Environment but rather look at the corporation from an employee's perspective and identify factors which impact the likelihood for their pro-environmental behavior. The qualitative approach to data collection further underpins the interpretivist approach.

6.1.2 Pragmatism

In addition to the two main paradigms, pragmatism can be found somewhere in the middle of the described continuum. The pragmatist approach deals with “theories, concepts, ideas, hypotheses and research findings [...] in terms of the roles they play as instruments of thought and action, and in terms of their practical consequences in specific contexts” (Saunders et al., 2016, p. 143). Kelemen & Rumen (2008) went one step further and limit the relevance of concepts to their capacity to support action (Kelemen & Rumens, 2008).

As this research contributes to improving the understanding of factors that could influence Organizational Citizenship Behavior for the Environment, the findings of this thesis are expected to provide sustainability professionals with additional insights regarding the impact of pro-environmental behavior of their employees on the environmental dimension of corporate sustainability.

6.1.3 Philosophical assumptions

It is important to consider the philosophical assumption that supports the interpretivist approach. As assumptions impact the understanding and interpretation of the research and the methods used (Crotty, 1998), developing a consistent set of assumptions improves coherence of the research and leads to increased credibility of the methodological choice. Research philosophy includes three types of assumptions: (1) assumptions about human knowledge (epistemological assumptions), (2) assumptions about the realities of your research (ontological assumptions), (3) and assumptions regarding the influence of your values in the research process (axiological assumptions). In this research an epistemologist approach is chosen, which is complemented through ontological assumptions. Due to the emergence of business and management research from different academic disciplines, there is no agreement on which philosophy is best suited for this academic discipline (Saunders et al., 2016, pp. 124–125).

In addition to choosing between the three types of assumptions, there is a distinction between objectivism and subjectivism. Objectivism sees the social reality as extern to us and others. According to objectivism, the social world “is made up of solid, granular and relatively unchanging ‘things’, including major social structures into which individuals are born” (Burrell & Morgan, 1983, pp. 153–156). In other words, this view believes that there is one true social reality experienced by social actors. On the other hand, subjectivism sees the social reality as a consequence of action of social actors, made from different perceptions (Saunders et al., 2016, pp. 129–130).

Epistemology

Epistemology refers to assumptions about knowledge. According to Burrell & Morgan (1983), it includes what can be defined as acceptable, valid and legitimate knowledge, and the way of communication. Given the multidisciplinary context of business and management, different types of knowledge are accepted (Saunders et al., 2016, p. 127).

For this research about Organizational Citizenship Behavior for the Environment, an epistemologist approach seems to be most appropriate, as it includes a variety of different knowledge streams like psychology, behavioral economics, organizational management and environmental sciences.

Ontology

Ontology concerns assumptions about the nature of reality, including organizations, management or individuals' working lives (Saunders et al., 2016, p. 127). As this research takes an interpretivist approach, we can say that social reality is socially constructed. This assumes that there are multiple realities (Collis et al., 2021, p. 43).

Based on the choice for semi-structured interviews, an ontological approach is chosen to complement the epistemological view.

6.2 Research Approach

The next layer of the research onion deals with the research approach. Researchers distinguish between deductive and inductive reasoning. In addition, abductive reasoning represents a combination of the two main approaches.

6.2.1 The two main research approaches

Deductive reasoning is used when “the conclusion is derived logically from a set of premises, the conclusion being true when all the premises are true” (Ketokivi & Mantere, 2010, pp. 315–333). In other words, based on an extensive literature research, a research strategy is designed to test the theory (Saunders et al., 2016, p. 145).

An alternative approach to developing theory is inductive reasoning. Inductive reasoning suggests that “there is a gap in the logic argument between the conclusion and the premises observed, the conclusion being ‘judged’ to be supported by the observations made” (Ketokivi & Mantere, 2010, pp. 315–333). This suggests that the research first collects data to explore a phenomenon that is then used to build a theory (Saunders et al., 2016, p. 145).

In addition to the two main approaches, abductive reasoning constitutes a third approach to theory development and starts “with a ‘surprising fact’ being observed” (Ketokivi & Mantere, 2010, p. 331). Different theories help to reveal such “surprising facts” (Van Maanen et al., 2007, p. 1147). The main characteristic of abductive reasoning is that it combines deduction and induction, moving back and forth between theory and data (Suddaby, 2006, p. 639).

6.2.2 Inductive approach

To find answers for the research questions an inductive approach seemed to be the most appropriate choice. The prior knowledge from the existing literature allowed the researcher to collect a rich amount of data to identify the main themes and patterns regarding the factors that

impact employees' engagement in Organizational Citizenship for the Environment and build the main categories. In a second step, five in-depth interviews were conducted with a range of sustainability professionals from some of the leading multinational corporations of the DACHL region. Additional categories could be extracted from the data collected from the interviews since additional insights were provided.

6.3 Research Design

The next layer of the research onion deals with the research design, which defines the general plan of how the research is conducted. One of the key elements is the methodological choice, including quantitative, qualitative, and mixed methods. Quantitative data typically includes the use of numerical data. In contrast, qualitative data refers to any data-collection technique that uses non-numerical data (Saunders et al., 2016, pp. 163–164).

The vast majority of research on the topic of Organizational Citizenship Behavior for the Environment is based on quantitative studies (78%), whereas a small number of papers use qualitative and mixed methodologies (9% and 12% respectively) (Yuriev et al., 2018, p. 19). However, the informal and behavioral aspect of Organizational Citizenship Behavior would make it interesting to look beyond measurable and quantifiable variables (Boiral, 2009, p. 234). Therefore, a qualitative approach was needed to critically assess factors that influence employees' engagement in Organizational Citizenship Behavior for the Environment. As mentioned above, semi-structured interviews are used as a qualitative method.

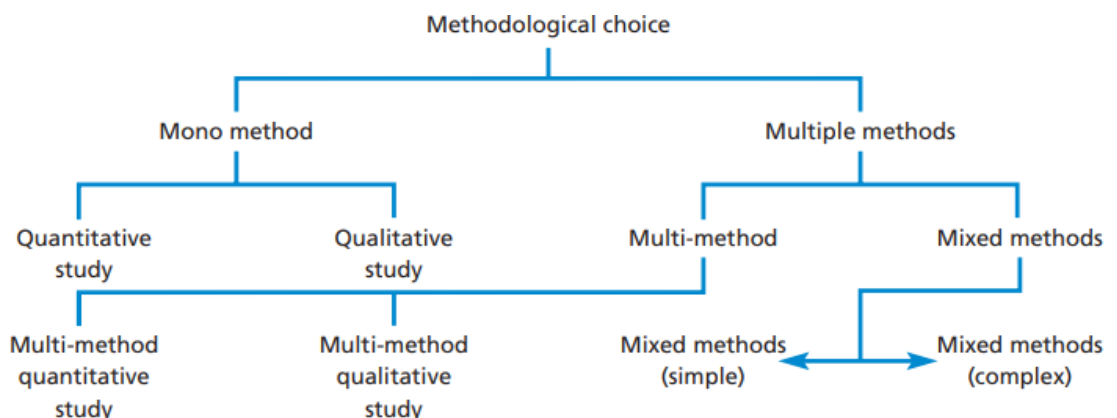


Figure 9: Methodological choice (Saunders et al., 2016, 167 p)

The second key component of the research design is the choice between an exploratory, descriptive, explanatory or evaluative purpose. An exploratory study is a valuable means to ask open questions to discover what is happening and gain insights about a topic of interest. As exploratory studies typically rely on “what” or “how” something happens, this research can be defined as being exploratory. The benefit is that it is flexible in nature and open to changes in direction of the research as a result of new research data. Typically, at the beginning of this research, the focus is rather big and will become narrower as the research advances (Saunders et al., 2016, pp. 174–176). The aim of this research is to improve the understanding for employees’ engagement in Organizational Citizenship Behavior for the Environment. This choice is further underpinned by the following research question:

How can Organizational Citizenship Behavior for the Environment contribute to environmental sustainability in multinational corporations?

6.4 Time Layer

Another element of the “research onion” is the time layer. It is strongly connected with the research question and distinguishes between a “snapshot” taken at a particular moment and “a series of snapshots”. Whereas a single snapshot takes a cross-sectional approach, the “series of snapshots” is comparable to “a representation of events” or a “diary” (Saunders et al., 2016, pp. 200–201).

As this thesis looks at one specific moment in time when conducting the interviews, a cross-sectional approach is needed.

6.5 Data Collection and Analysis

In this master thesis semi-structured interviews were chosen as a qualitative research method. In general terms, interviews can have a very formalized or informal structure, depending on the use of standardized questions. Given the exploratory nature of this research, semi-structured interviews seemed to be most appropriate to find out more about influencing factors of employees’ engagement in Organizational Citizenship Behavior for the Environment and learn more about causal relationships between dependent and independent variables.

Semi-structured interviews mostly rely on open question that encourage the participant to develop detailed answers. In addition, “probe” questions are used to add significance and depth to the data obtained. This may lead to emergence of new elements that may help to find answers to the research question. Although the researcher usually has a list of subjects and key questions to cover, the questions and order of the questions may vary slightly from one interview to the other.

The main goal is to explore the research question and find answers to your research objectives (Saunders et al., 2016, pp. 391–394).

The questions chosen for this research aimed to address the following topics:

- (1) Identify factors that influence employees' engagement in Organizational Citizenship Behavior for the Environment
- (2) Find out which variables of Organizational Citizenship Behavior for the Environment can contribute to environmental sustainability

There are, however, also some threats to data quality when using semi-structured interviews.

The first one is reliability which refers to the difficulty to replicate the semi-structured interview by other researchers. This would, in fact, undermine the benefit of this type of research. The reason is that the subject is complex and dynamic which makes semi-structured interviews the most appropriate choice. In this context, cultural differences are another element to be aware of. They are particularly relevant when interviewing people from different cultural backgrounds (Saunders et al., 2016, pp. 398–399).

The second concern corresponds to validity of findings from qualitative research and the small number of cases used. However, choosing a wide cross-section of participants from different organizations and industries helps to collect data from a representative sample. Also, carefully selecting clarifying questions, probing meanings and by looking at responses from different angles can improve credibility (Saunders et al., 2016, pp. 400–401).

6.6 Summary Methodology

Based on the research onion by Saunders et al. (2016), the methodology of this master thesis was developed. The following table serves as a support to get an overview of all approaches used in this research:

Section	Chosen Method
Philosophy	Interpretivism
Research Approach	Inductive Approach
Research Design	
Methodological Choice	Mono-method qualitative research
Research Strategy	Semi-structured interview
Time horizon	Cross-sectional
Data Collection and Analysis	Semi-structured interview, qualitative content analysis

Table 2: Overview Methodology

7 Organizational Citizenship for the Environment in Multinational Corporations – a qualitative analysis

To find answers to the following two sub-research questions

- Which factors impact employees' engagement in Organizational Citizenship Behavior for the Environment?
- How can Organizational Citizenship Behavior for the Environment contribute to environmental sustainability in multinational corporations?

a qualitative approach was chosen. Five semi-structured interviews were carried out with sustainability professionals of five selected multinational corporations of the DACHL region. The purpose of this chapter is to explore multinational corporations' approach to Organizational Citizenship Behavior for the Environment with the objective to find out:

- What are factors that influence employees' engagement in Organizational Citizenship Behavior for the Environment?
- Which variables of Organizational Citizenship Behavior for the Environment can contribute to environmental sustainability?

7.1 Procedure

Five semi-structured interviews with sustainability professionals from leading multinational corporations of the DACHL region were carried out to find out about factors that influence employees' engagement in Organizational Citizenship Behavior for the Environment. Eight major categories were established from the data, including leadership style, corporate culture, sustainability-driven mindset, environmental concern, communication, and motivation. In addition, the author tried to understand which variables of Organizational Citizenship Behavior for the Environment can benefit environmental sustainability. The results were analyzed using qualitative content analysis (Mayring, 2000).

The purpose and objective of the study were communicated in advance with the chosen participants. Interviews lasted between 20 and 40 minutes and were audio-recorded. Before the interviews, all interviewees were informed about the anonymity of the interview. The participants agreed on the use of their personal replies for academic purposes and all privacy concerns were eliminated. To avoid any loss of information and guarantee accuracy of the information provided, the recordings were fully transcribed. After the interviews, the interview content was timely sorted and analyzed, using qualitative content analysis.

7.1 Data Collection

For the purpose of this study, five interview partners from different multinational corporations in the DACHL region were carefully chosen. The author decided to focus on multinational corporations in the DACHL region. The reason for this choice is that the size of multinational typically makes it easier to dedicate resources to develop in-depth knowledge about corporate sustainability. The candidates were contacted by email or through LinkedIn direct messages. As the results for the qualitative research largely depend on the participants and their role, some criteria to select the interviewee were established in the course of this research. The hierarchy level of the interviewee ranged from general sustainability roles to Global Head of sustainability and Corporate Affairs. The working experience was between five and eleven years. The author carefully chose a wide range of industries, including chemical, electronics, plastics, machinery and banking.

In this study the following criteria were used for the interviews:

- 1) Sustainability professionals working in multinational corporations in the DACHL region
- 2) Different levels of responsibility ranging from general sustainability roles to head of sustainability affairs
- 3) Mix of industry and countries within the DACHL region

Expert A1+A2

The interview was conducted with two senior corporate sustainability managers working at a globally operating family-run business in the plastic packaging industry with its head office located in Austria. Sustainability management has been a top priority for the company for many years, including the publication of its first sustainability report in 2015. Founded in 1955, at the time the interview was conducted the company's headcount was about 21.500. The company's main market is in Western Europe, but also includes other regions, such as Latin America, Northern America, Asia Pacific, the Middle East and Africa.

Expert B

The interview was conducted with the Global Head of Sustainability and Corporate Affairs of a multinational company. The interview partner has been actively working in sustainability at the same company for five years. The company that is active in the chemicals industry, focusing on plastic packaging, medical devices, but also foam solutions. The company currently counts roughly 11,500 employees in over 130 locations worldwide.

Expert C

The interview partner has roughly five years of experience and has been directly involved in sustainability reporting at a multinational corporation. The company was founded almost 40 years ago in Austria and currently counts around 1 000 employees globally, among which about 600 works in Austria. The company is a market leader in the electronics sector.

Expert D

The interview partner holds the position of Corporate Responsibility Manager. The interview partner started working at the company almost eleven years ago and has been leading sustainability projects for several years. The company where the interviewee is working is located in Austria and employs almost 50 000 employees globally. The company is active in the manufacturing industry and produced equipment and huge machinery.

Expert E

The interview partner has been working at the company for over 11 years, including over one year as Head Group of Sustainability Management. Founded almost 100 years ago, the headquarter of the company is located in Liechtenstein and employs about 4000 employees globally. The company is one of the leading companies active in the banking sector.

7.2 Analysis

To conduct the analysis of this research it is crucial to make a distinction between numeric data and non-numeric data such as words, images or others. While quantitative research uses numerical data for data collection procedures, qualitative research uses non-numerical data (Saunders et al., 2016, p. 165). Since this master thesis uses interviews for data collection, a qualitative approach is used.

The development of the qualitative content analysis by Philip Mayring has become a popular and widely used analytical method for qualitative research, especially in the German speaking region (Mayring, 2015; Schreier, 2014, p. 2). Despite its popularity, a few challenges exist in practical use of this analysis due to uncertainties about the definition of qualitative content analysis.

The first challenge concerns the big variety of definitions of qualitative content analysis (Schreier, 2014, p. 2). Some scholars argued that qualitative content analysis aims to analyze all sorts of recorded material such as transcripts of interviews, discourses, video tapes, documents, etc. (Mayring, 2000, p. 2). Rittelmeyer & Mollenhauer (1977) assumed that qualitative content analysis deals with the analysis of the content of communication. However, the content analysis does much more than this definition may suggest.

Becker & Lißmann (1973) distinguished between different levels of content. According to their analysis, themes and main ideas of the text should be seen as primary content. Context information has been defined as the second level of content and is known as latent content. In addition, formal aspects of the material used for the analysis need to be considered as well. Krippendorff (1969) conceptualized content analysis as "the use of replicable and valid method for making specific inferences from text to other states or properties of its source" (Krippendorff, 1969, p. 103).

According to Mayring (2014) qualitative content analysis is characterized through the development of techniques of systematic, qualitatively oriented text analysis. In comparison to other content-analytical procedures, qualitative content analysis has its foundations in the communicative sciences. This means that the particular context of communication is taken into account for the analysis, something which has been neglected by other content-analytical procedures (Mayring, 2014, p. 39).

The second difficulty consists in the coexistence of different procedures regarding the use of qualitative content analysis. According to the current literature it remains unclear what the differences and similarities of these variants are and how they are connected (Schreier, 2014, pp. 3–4).

Mayring (2015) distinguished between three main forms of qualitative content analysis: summarizing, explicating, and structuring qualitative content analysis

- **Summary:** This analysis aims to reduce the material available to the most important contents.
- **Explication:** This kind of analysis focuses on providing additional material on the available text segment to improve the understanding.
- **Structuring:** This analysis filters out specific parts of the available material to structure the material according a pre-established order.

(Mayring, 2015, pp. 63–64)

Based on these three forms of qualitative content analysis, Mayring (2014) has developed nine forms of analysis (Mayring, 2014, p. 65):

Reduction	(1) Summarizing
	(2) Inductive category formation
Explication	(3) Narrow contextual analysis
	(4) Broad contextual analysis
Structuring	(5) Nominal deductive category assignment
	(6) Ordinal deductive category assignment
Mixed	(7) Content structuring/theme analysis
	(8) Type analysis
	(9) Parallel forms

Table 3: Overview qualitative content analysis (Mayring, 2014, p. 65)

The main characteristic of the first two techniques is to reduce the material to the main aspects. Inductive Category Formation follows the same logic as summarizing, except for the following elements:

- Only the relevant parts need to be regarded for the analysis of the research.
- No paraphrase building is needed
- The level of reduction is decided in advance.

(Mayring, 2015, p. 79)

Due to the explorative nature of this research, an inductive category formation is chosen for this research.

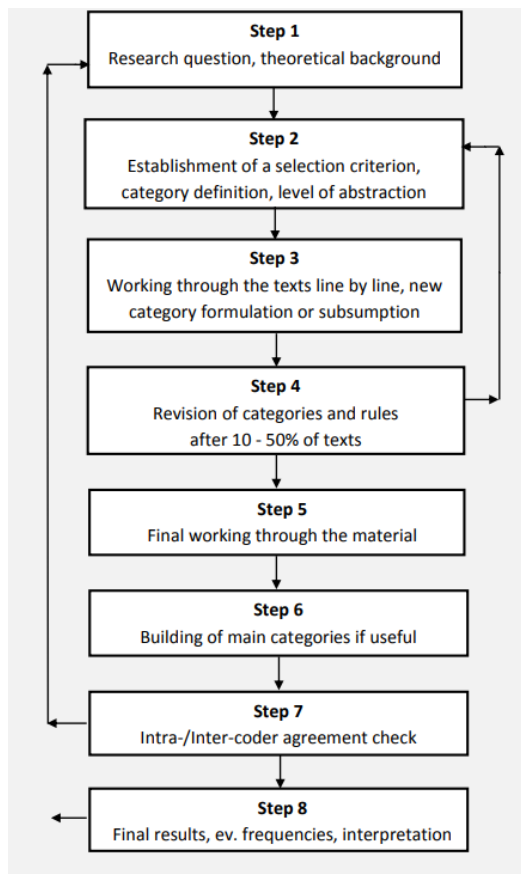


Figure 14: Steps of inductive category development

Figure 10: Steps of inductive category assignment (Mayring, 2014, p. 80)

The main idea is to establish the themes of categories previously according to the theoretical background of Organizational Citizenship Behavior for the Environment. This can be seen as a deductive element within inductive category formation. One of the central instruments of qualitative content analysis is that the whole text is divided into different categories which are assigned to text segments (Mayring, 2014, p. 79). Krippendorff (1980) gave the following statement to the process of category building, "How categories are defined ...is an art. Little is written about it." (Krippendorff, K., 1980, p. 76). For the purpose of category building, the software MAXQDA was used to analyze the different text segments from the interviews conducted for this research. As a second step, as the content of the semi-structured interviews are worked through line by line, new categories are added if the text segment does not correspond to an existing category. These categories have also been revised within the process of analysis (Mayring, 2014, pp. 80–81).

7.3 Findings

Based on an analysis using inductive theory development, the results of the interviews are presented. First of all, the findings of the following influencing factors are described. Second, the impact of Organizational Citizenship Behavior for the Environment on environmental sustainability is shown.

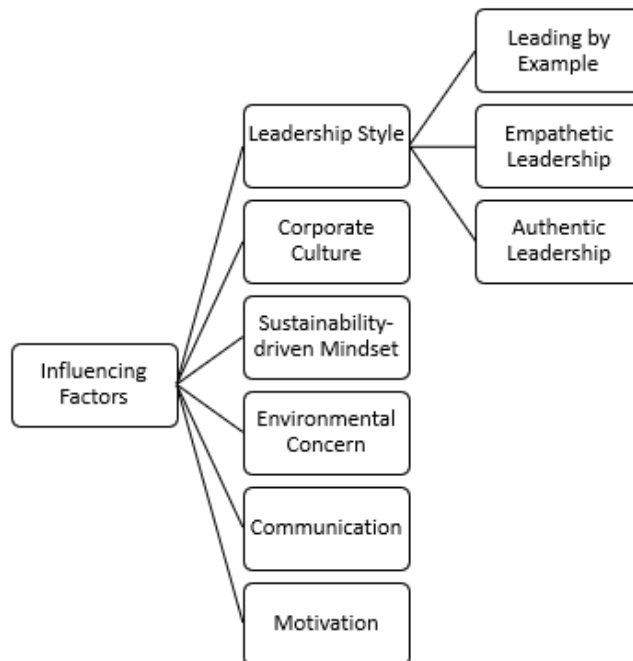


Figure 11: Framework influencing factors on OCBE

7.3.1 Leadership Style

All experts highlighted that certain leadership styles can drive employees' engagement in Organizational Citizenship Behavior for the Environment. According to the findings, acting as a role model seems to be by far the most important characteristic for a leader. Also, the findings showed that an empathetic and authentic leadership style is beneficial to enhance employees' engagement in Organizational Citizenship Behavior for the Environment.

Leading by example

All interviewed experts from multinational corporations underpinned the need for managers to act as role models, meaning that they should guide their employees through their behavior instead of talking about it. In order to make long-lasting change possible and to be taken seriously, leading

by example has shown to be effective. Employees are then encouraged to mirror their leader's behavior. In words of some interviewees:

What is most important is that management leads by example. From my point of view, this has the most impact. Of course, the employees' behavior also creates an impact. However, to make long-lasting change possible, behavior needs to be adapted by the management to be taken seriously. The management needs to lead by example and raise awareness about changes in behavior (Expert E).

Also, our CEO, for example, drives an electric car. He could also drive a different car in his position. Obviously, it is a good car but it is not the fanciest car. This is the role model which is shown also by a lot of our directors, who drive hybrid cars and have their cars for a very long time. We can say that everyone tries to contribute and I think that if some guys did not participate it would get noticed. (Expert A).

If you want people to take public transport, you need to be a role model. You can take your big car, yes. You better take public transport. If I want you to change your behavior, I can incentivize you and say, like, you know, if you do this, then you know, you get that. So, all of this together, all of this at the same time will probably make people change their behavior (Expert B).

Empathetic Leadership Style

Expert A, B and D considered an empathetic leadership style as being a driving force to increase the likelihood of employees to participate in Organizational Citizenship Behavior for the Environment. Being an empathetic leader involves showing genuine interest in the employees. The interviewees express the following thoughts regarding empathetic leaders:

A leader should be empathetic but a leader does not need to be exactly your friend. In other words, a leader should guide you on the road and should give you also restrictions [...]. It is not just about being empathetic and saying everything yes to everything. A leader has to think long-term and be aware of how many employees depend on the decision of the leader (Expert A).

I think just being interested always helps. If you show people that you're interested in what they do, that will also help and appreciate what other people do. If someone walks in and says, look, I have this idea. And you're just busy with work, and you don't appreciate what the person does. And if you listen, I think that's already quite encouraging for the colleagues (Expert B).

Authentic Leadership Style

Experts A and C described authenticity as being a characteristic that can be beneficial to increase employees' engagement in Organizational Citizenship Behavior for the Environment. The interviewee stressed the importance of leaders to be authentic. This can be further reinforced by the company's identity, like Expert A points out. As expert C puts it:

I think that leaders have to be authentic. And if they come forward with a good example, this also needs to be authentic. If they care for the environment, and take action themselves, this behavior tends to be replicated by their colleagues (Expert C).

As a result, we can say that there are certain leadership styles which are beneficial to get employees engaged in Organizational Citizenship Behavior for the Environment. The leadership

styles which seem to be most relevant in this regard are: leading by example, empathetic and authentic leadership style.

7.3.2 Corporate Culture

In order to drive employees' engagement in Organizational Citizenship Behavior for the Environment, corporate culture seems to be a strong driver for all companies. The companies stressed the importance of an open and non-hierarchical culture to support the emergence of new ideas. In the words of one interviewee:

Having a corporate culture with little hierarchy and openness to new ideas and processes is certainly beneficial to environmental initiatives [...]. If employees feel safe to address new ideas, the likelihood of their personal input increases (Expert D).

It depends on the company how ideas are processed. While some companies have introduced a rather structured process (Expert A, C, E) for idea management, others take a rather informal (Expert B, D) approach. One interviewee stated the following:

I believe that giving the spotlight to the environmental initiatives of employees is important. Our employees need to know where they can bring up ideas [...]. We have an environmental team with members from different departments. They discuss environmental topics and decide how to pursue the ideas further. To join the team all you need is motivation and even better, be in a position (for instance packaging) where you can have an impact to improve processes (Expert D).

Another interviewee stressed the importance of corporate culture in the context of idea management and gives the following example: "In our headquarter we have a big mobility management which takes care of our mobility framework to commute climate-friendly. Of course, our employees come up with new ideas and present them to our mobility manager" (Expert A).

Moreover, expert B highlighted the importance of errors as part of their corporate culture to create room for the emergence of new ideas. In the words of the interviewee:

You have to be very frank and open that for a lot of problems we don't have the answer yet. So, the message is, we don't know but we got to find out [...]. And I think that is very important that people understand that because that allows them to be a bit more relaxed, they can go back and you know, we also allow them to fail sometimes. If you do research, then then you sometimes fail. And then, you analyze, okay, why did we fail? Okay, let's try again. So having the right culture around sustainability is very important (Expert B).

I think that's also very, very encouraging and helps people. My boss sometimes says, I don't know but let's find out. Inviting, and embracing people to be open about that there is a problem and not just denouncing it [...]. And then really like allowing people to learn to fail again, to fail better. And at one point, you know, find solutions and allocate the money (Expert B).

Therefore, it can be stated that elements such as an open-door-policy, low hierarchies and allowing errors to happen can enable employees to engage in Organizational Citizenship Behavior for the Environment.

7.3.3 Sustainability-driven Mindset

Having a sustainability-driven mindset is another element, which was highlighted by all experts, except for one. A sustainability-driven mindset is important since it drives all kind of corporate decisions and initiatives. In the words of one employee, the shift in mindset includes the following:

So, at the end of the day, our goal is to change the mindset of our employees so that they consider sustainability whenever they take a decision. It is not about one initiative in particular, but really about the sum of initiatives that makes the difference (Company E).

Expert A added that it is not about being afraid of the risk and stressed the new opportunities which will emerge with global warming. It goes without saying that scientific data from the IPCC reports has shown that immediate and fast action is needed.

And as society is more concerned about environmental topics and social topics are coming up. Especially now with all the IPCC reports showing the data, I think that science gets more listened to by society. With all this concern of people about global warming and initiatives such as Fridays for Future, things will definitely move more in that direction. Such a gradual mindset shift will impact all levels of society (Expert A).

One interviewee stressed the importance of internal communication:

With our internal communication in general, we try to promote sustainable thinking quite a lot and we do that either with different initiatives and with our sustainability reward. It is not that our employees win a lot of money but we offer them a fancy dinner together. We do not consider it a financial reward. It is rather about bringing the spotlight to the people (Expert A).

Finally, as one interviewee put it: “All sustainability topics are challenges related to a system and not only at a single issue of a problem. Of course, being an empathetic leader helps. An open-door policy is crucial to create the right culture” (Expert D).

In addition, a sustainability-driven mindset can also help to attract new talent. The young generation is increasingly driven by purpose and wants to work for companies with sustainable values. As stated by Expert E:

There is an upcoming generation who cares about those values. [...]. In this context, the mindset shift among employees is certainly key to success [...]. The company, therefore, attracts more employees with a sustainability-driven mindset. They want to work for a company that seriously cares about sustainability (Expert E).

As result, a sustainability-driven mindset seems to be essential to enhance employees' engagement in Organizational Citizenship Behavior for the Environment. Finally, from a business perspective only a mindset-shift of their employees allows companies to become truly sustainable, combining both formal and informal practices.

7.3.4 Environmental Concern

Another overarching theme to emerge from all interviews is environmental concern. As environmental concern among employees has been rising, including global warming and climate change, the likelihood for employees to engage in Organizational Citizenship Behavior for the Environment has increased. The interviewees highlighted the following concerns:

Our biggest challenge is that plastics – our main material - is being used in the most efficient and wise way possible. We know that we run our business with a material that is fossil-based and we are well aware of that. The circular economy is a big solution for us [...]. Furthermore, as a producing company, we have to look at our energy consumption. So, we make sure that we use every possibility to optimize our energy consumption. Moreover, we try to use renewable energy sources. This includes making our productions as environmentally-friendly as possible and reducing waste as much as possible (Expert A).

My main concern is that policymakers are not acting fast enough. I mean we can do quite a bit as a company. If you think about renewable energy, we can do better [...]. I think what we also need to find and look into is the overall economy, like how do we decouple growth? What if we not have growth as the main goal? How do we get from a linear to a circular economy? How do we decouple growth and our footprints if we want to continue to grow? [...] (Expert B).

We currently face two main challenges: climate change and biodiversity. Actually, we are dealing more and more with the loss of biodiversity. Therefore, for instance, circular economy is also a big priority for us (Expert E).

These findings illustrate that awareness of multinational corporations is becoming and more important, which tends to create a favorable environment for employees to engage in Organizational Citizenship Behavior for the Environment.

7.3.5 Communication

Communication is another popular influencing factor among the companies. In fact, all companies referred to the importance of communication regarding Organizational Citizenship Behavior for the Environment and corporate sustainability. By communicating pro-environmental behavior internally, it is possible to increase awareness for employees' engagement in Organizational Citizenship Behavior for the Environment. The interviewees mentioned concrete measures on how to increase awareness about sustainability, including the organization of a sustainability conference, the formation of a sustainability team, a sustainability award, or communicating pro-environmental behavior through the employee magazine. One important element which was expressed by company B is to allow mistakes to happen and encourage employees to engage in pro-environmental behavior. In the words of experts B, D and E:

We talk about sustainability all the time. We have a sustainability conference where every year 600 people come together. Our CEO, whenever he talks to the employees, he talks about the role of sustainability and about what suppliers, customers, and consumers want. We have a magazine, we have an intranet, and we have a million different meeting platforms. We make sustainability a topic (Expert B).

We need to communicate transparently [...]. We achieve our communication goals by publishing a sustainability-related article in our company magazine which appears quarterly. In the last edition, we had this example about the reuse of hydraulic oil. Communication from the management is important but also from the employees to the management. Our employees need to know that they can come up with new ideas at any time. We also have screens in all our offices where we communicate these issues. We also do so with our company app and our employee magazine (Expert D).

In addition, social media is gaining more and more importance. Our employees increasingly like our posts, which leads to an increased level of awareness (Expert E).

Furthermore, company B and E stressed the importance of sustainability ambassadors. They can convince other employees to engage as well. Company B went one step further, claiming that the company needs every single employee to be a sustainability ambassador to enable change to happen. In addition, the introduction of environmental teams was expressed by expert C:

It is a group of people that meets regularly at lunch and talks about sustainability topics and what to implement in the company but they also just talk about their expertise and their kind of work and what to change there. They meet regularly, but they also post interesting information on the intranet. And I think that supporting this kind of initiative is already a good start for our company (Expert C).

The findings have revealed that creating increased awareness about environmental sustainability is key. As the results show, companies have adapted different measures to communicate pro-environmental behavior and increase awareness about sustainability.

7.3.6 Motivation

Organizational Citizenship Behavior for the Environment involves transcending self-interests and voluntarily going beyond the call of duty to engage in actions directed towards the environment. Experts A, D and E stated that motivation can help create a context in the workplace which supports employees to proactively show pro-environmental behavior. Generally speaking, it is important that ideas are heard and taken care of, as Experts A and D highlighted.

For Expert D, motivation involves the following, “We need to understand and find out what motivates our employees. Once we have understood this, employees are more likely to engage, also in environmental activities” (Expert D).

However, Expert E admits that not all employees are motivated and want to actively engage. The company suggests the following, “We actively need to contact those who are active so that they feel heard. They can then act as ambassadors and convince employees to engage as well. Then there are events where employees can be actively involved (Expert E).

Expert D revealed that motivation is not only important for employees but also for managers to be efficient leaders. As Organizational Citizenship Behavior for the Environment does not involve any financial rewards, several interviewees confirmed that no bonuses or financial benefits are involved to motivate people.

We typically do not offer any kind of bonuses or financial benefits. We believe that offering bonuses as a reward tends to create injustices and increases competition amongst employees. We try to incorporate voluntary behavior in our culture and value this kind of behavior by communicating it transparently. So other employees know what happened, which then might motivate them to take action themselves (Expert D).

Sometimes our employees can win something or get invited for lunch. For instance, we try to create internal visibility by publishing a news article in our internal communication channel and sometimes even a story in our sustainability report about our volunteering activities. What is important for us is to appreciate the proactive engagement and contribution to sustainability by our employees. (Expert E).

As a result, one can say that motivation is a crucial element to increase employees' likelihood to engage in Organizational Citizenship Behavior for the Environment. One way to motivate employees is certainly by having sustainability ambassadors. Seeing other employees' involvement in Organizational Citizenship Behavior for the Environment and giving visibility to their pro-environmental behavior can have impressive effects on employees' pro-environmental behavior. Also, the fact that no financial rewards or bonuses are involved has been confirmed by these findings.

7.3.7 Minor influencing factors

There are some second-order elements which have been identified in the interviews. However, their impact seems to be of minor relevance compared to above-mentioned influencing factors. According to the findings, the following elements can have an impact on Organizational Citizenship Behavior for the Environment:

Training and Education

Expert D and E considered training and education as a means to drive pro-environmental behavior. Company D not only mentioned training possibilities at the company but also stressed the importance of the school curriculum to influence our culture, knowing that these people will be our employees later in their lives. Expert E highlighted the availability of "an internal academy which offers specific courses on sustainability." According to Expert E, trainings are a great opportunity to exchange ideas and critical thoughts.

Spill-over effect to private life

Increased awareness about pro-environmental behavior can also have an effect on people's private life. Expert E referred to the spill-over effect of pro-environmental behavior to the private environment. In the context of constructing new buildings, Expert E stated, "As a consequence, employees learn what is needed for green buildings, which then motivates other employees to reflect on those kinds of things as well, also in the private environment".

7.3.8 The impact of eco-initiatives

This part attempts to examine how the dimensions of Organizational Citizenship Behavior for the Environment - eco-initiatives, eco-civic engagement and eco-helping – impact environmental sustainability (Boiral & Paillé, 2012, p. 431). Elements such as resource consumption, waste generation and CO2 emissions can be impacted by Organizational Citizenship Behavior for the Environment (Gallego-Alvarez et al., 2014, p. 7809).

The results of the interviews show that there seems to be an overall pattern that eco-initiatives, known as involving the proactive participation in environmental activities among employees, are the most popular forms of Organizational Citizenship Behavior for the Environment among the interviewed companies (Channa et al., 2021, p. 23276).

The following table 4 gives an overview of examples of eco-initiatives and their effect on environmental sustainability. A strong theme that came across all companies are different measures to reduce CO2 emissions, such as the use of environmentally-friendly materials for products and new buildings, reduction of energy consumption and fewer short-distance flights for business travel. Moreover, one company included the reuse of oil, which leads to waste reduction.

Expert	OCBE	Examples	Environmental Sustainability
B, C	Eco-initiatives	Use of environmentally-friendly materials for products	Save CO2 emissions
B, C		Reduce energy consumption	Save CO2 emissions
C		Use of materials for construction of new buildings	Save CO2 emissions
C		Vegetarian food at the canteen	Save CO2 emissions
C, B		Reduce short-distance flights in business travel	Save CO2 emissions
A, D		Reuse of old oil	Waste reduction
A, E		Bike to work program	Save CO2 emissions
C		E-bikes at work for short distances	Save CO2 emissions
C, E		Eco-points for the use of public transport	Save CO2 emissions
B		Print less at work	Save CO2 emissions
B		Fewer replacement of computer hardware	Save CO2 emissions

Table 4: The impact of eco-initiatives on environmental sustainability

These measures can be attributed to eco-initiatives since they involve the proactive participation of staff members. As expressed by one interviewee:

So, when we talk about the company, our footprint is mostly due to our energy consumption. It's about scope three emissions³, what kind of materials, what kind of logistics we use, we talk about the end of life of our products, and so on (Expert B).

However, the interviewees did not always agree what kind of pro-environmental behavior should be included. If we take the example of vegetarian options at the canteen, although the companies agree that is in area with less impact, one company would consider it “greenwashing” to promote this as pro-environmental behavior (Expert B).

In addition, most companies showed different examples of civic engagement that can be related to environmental sustainability, including activities around the World Environment Day, the organization of a sustainability conference, a social day for voluntary work, or having an environmental team at work. However, as civic engagement has an indirect effect on environmental sustainability, leading to increased awareness, these examples are not illustrated in the table.

It can also be observed that the answers provide quite general information regarding the overall impact of employees' pro-environmental behavior on environmental sustainability. All companies share the view that Organizational Citizenship Behavior for the Environment has an impact in different areas of environmental sustainability. As stated by one interviewee, sustainability issues “are system challenges related to a system and not only at a single issue of a problem”. Furthermore, the interviewee argued that Organizational Citizenship Behavior for the Environment is about all these small actions that “can increase awareness of sustainability at our company. And adding up all initiatives together will have a big impact” (Expert D). The interviewee continued, “ [...] our goal is to change the mindset of our employees so that they consider sustainability whenever they take a decision. It is not about one initiative in particular, but really about the sum of initiatives that makes the difference” (Expert D).

Another interviewee highlighted the importance of company values in close alignment with sustainability:

As a company, we value if the employees engage in pro-environmental behavior themselves. Often, we act on different levels, which means that employees can support the sustainable transition and contribute to the area where they can make small changes possible. It is important that employees can actively contribute to making this transformation to a more sustainable world possible. There is an upcoming generation who cares about those values. In this context, the mindset shift among employees is certainly key to success (Expert E).

³ According to the GHG protocol, scope three emissions include all indirect emissions that occur in the value chain of the reporting company, including both upstream and downstream emissions (FAQ Greenhouse Gas Protocol, n.d.)

7.4 Interim Conclusion Findings

The companies provided in-depth knowledge about factors that can impact Organizational Citizenship Behavior for the Environment. Specifically, certain leadership styles such as leading by example or being an authentic leader, an open and non-hierarchical corporate culture, being concerned about environmental issues, transparency in communication as well as high motivation are considered as driving forces. In addition, eco-initiatives and civic-engagement seem to have a considerable impact on environmental sustainability, in particular by decreasing CO2 emissions and rising awareness of environmental sustainability.

8 Discussion

8.1 Discussion of main findings

The main objective of the study was to explore which factors influence employees' engagement in Organizational Citizenship Behavior for the Environment, and how Organizational Citizenship Behavior for the Environment can contribute to environment sustainability. These findings are now examined in more detail and compared with the extant literature. Literature regarding the determinants of Organizational Citizenship Behavior has been in the focus of several theoretical works (Boiral, 2009; Daily et al., 2009; Paillé & Boiral, 2013; Ramus & Steger, 2000). In addition to prior research, additional factors were drawn from the interviews, including corporate culture, communication, motivation and a sustainability-driven mindset.

Several interviews have identified certain leadership styles as being beneficial to drive Organizational Citizenship Behavior. One leadership style which has been particularly popular among interviewed companies is "Leading by Example". Based on the Social Exchange theory (Thibault & Kelley, 1959), the underlying assumption is that the supervisor acts as a role model by engaging in pro-environmental behavior. As a consequence, the employee who is supported by the leader, reciprocates eventually (Priyankara et al., 2018, pp. 14–17). As Expert E observed:

If a leader, for instance, participates in a volunteering event, this might encourage employees to do the same. Even informing their employees about leaders' participation in such events might increase the likelihood for employees to enroll and engage. Another example would be if the leader cycles to work. This might also encourage employees to do the same (Expert E).

Ramus & Steger (2000) highlighted the influence managers can have on the involvement of employees on the environmental performance. If employees perceive that they are supported by the management, the likelihood for committing to Organizational Citizenship Behavior for the Environment increases (Ramus & Steger, 2000, p. 623).

Whenever companies refer to their sustainability values, the theory of Normative Conduct can be helpful to understand employees' behavior (Kallgren et al., 2000). When the norms of the company and the employee are related to sustainability and closely aligned, the likelihood for employees to engage in Organizational Citizenship Behavior increases. As Expert D stated:

The role of sustainability in corporate culture is important. How is sustainability acknowledged in the company? Does the company print a lot? What kind of options do the employees have? This will have an effect on the employees' behavior in the short and long term (Expert D).

Research has shown that environmental performance of organizations is not only based on the formal management systems, activities or technologies but also depends on employees' extra-role and unrewarded pro-environmental behavior (Daily et al., 2009, p. 251). One way to indicate environmental performance is through the ISO certification 14001 (Boiral, 2007, p. 230), whose implementation is largely driven by the voluntary employee participation in implementing the

system, identifying environmental issues, documenting procedures and correcting non-compliance (Boiral et al., 2015, p. 532). Ramus & Steger (2000) stated that employees' environmental initiatives can have a significant impact on the environmental performance through recycling activities, pollution prevention or implementing innovative solutions to mitigate environmental harm (p. 606). Other researcher such as Daily (2009) confirmed this observation, stating that it is the cumulative effect of small initiatives which makes a difference (Boiral, 2007, p. 227; Daily et al., 2009, p. 251).

In the same vein, the experts claimed that Organizational Citizenship can have a considerable impact on different areas of environmental sustainability. For instance, Expert D revealed the following:

Often, we act on different levels, which means that employees can support the sustainable transition and contribute to the area where they can make small changes possible. It is important that employees can actively contribute to making this transformation to a more sustainable world possible.

Stakeholder theory (Freeman, 1984) takes a different angle and describes how organizations react to stakeholder demands to implement environmental management practices. Multinational corporations are expected to counteract climate change and carbon emissions. In fact, the interaction between the natural environment and business is becoming increasingly important to correspond to stakeholder pressure (Latip et al., 2022, p. 4). Pressure from external stakeholders, such as customers, could become a driver for companies to adopt environmental management practices. In order to correspond to this increasing pressure, focusing on enhancing employees' pro-environmental behavior may create the desired effects. By encouraging employees to engage in Organizational Citizenship Behavior for the Environment, companies can improve the efficiency of implementing environmental management practices. Nevertheless, management often does not take into account employees' contribution to environmental performance when measuring air, water, and solid waste emissions (Chiander, 2009, p. 282). As Daily (2009) stated, employees who exceed their traditional role description to support their coworkers in environmental efforts will contribute to attaining the environmental goals of the company (Daily et al., 2009, p. 251). Therefore, we can assume that encouraging employees to participate in Organizational Citizenship Behavior has the potential to efficiently implement environmental management practices (Wiradirja et al., 2020, p. 721).

8.2 Managerial implications

This study offers support to sustainability professionals who wish to improve the environmental performance of multinational corporations. Managers need to understand which factors influence

employees' commitment in discretionary pro-environmental behavior aimed at improving environmental performance within multinational corporations.

To improve environmental performance, multinational corporations need to engage in different activities. In addition to formal management practices, managers should focus on engaging employees in pro-environmental behavior to contribute to environmental performance. Past research reveals the importance of personal initiatives in enhancing environmental practices (Channa et al., 2021, p. 23274). In their study Boiral & Paillé (2012) referred to the example of PepsiCo's environmental policy, which encourages their employees to actively "apply good environmental stewardship both in and beyond the workplace" (p. 442).

As the findings of this research reveal, managers are often seen as role models for Organizational Citizenship for the Environment. This means that leading by example can encourage employees to mirror pro-environmental behavior. This argument can be confirmed with a study that investigated the influence of managers' Organizational Citizenship for the Environment in manufacturing companies. The results of this study highlight the positive impact of managers' involvement in Organizational Citizenship Behavior for the Environment (Boiral et al., 2015, p. 13). Employees often perceive managers' participation in environmental training programs a strong proof of their commitment. Also, managers' involvement in discretionary participation such as informally encouraging employees to consider environmental issues in their daily decisions, engaging in pollution prevention programs or participating in environmental committees can increase credibility to formal environmental practices and increase their effectiveness (Boiral et al., 2015, pp. 4; 15).

The results of this research suggest that communicating employees' involvement in Organizational Citizenship Behavior for the Environment can increase awareness of sustainability issues, and thus motivate employees to engage themselves. Finally, increased awareness can create a shift of mindset among employees. Sustainability is a holistic construct that needs to be considered across all hierarchical levels within a multinational corporation. This is why such a shift of mindset among employees should be seen as the ultimate goal of multinational corporations.

Moreover, sustainable values and sustainability performance are becoming increasingly important when attracting new talent. In particular the young generation is increasingly purpose-driven and is looking for sustainable values in their employer. Therefore, increasing employees' engagement in Organizational Citizenship Behavior for the Environment can also benefit companies to gain credibility on corporate sustainability, and thus help companies to attract new talent (Davis-Peccoud, 2013).

At first sight one action individual employee seems to have little impact. However, the total number of pro-environmental initiatives can have a multiplier effect on environmental sustainability. Such pro-active involvement typically includes simple actions such as recycling policies, energy saving

or environmentally-friendly commuting. The sum of these actions seems to have a cumulative effect, eventually leading to increased awareness of environmental sustainability amongst employees. Several studies confirm this assumption, including Paillé et al. (2014), who tested pro-environmental behavior in Chinese manufacturing firms and observed a positive relationship between Organizational Citizenship for the Environment and environmental performance of different companies (Lamm et al., 2013; Paillé et al., 2014, p. 10; Paillé & Boiral, 2013).

There are certain key success factors that can contribute to encourage employees' participation in Organizational Citizenship Behavior for the Environment. The following four elements have shown to be particularly meaningful (Boiral & Paillé, 2012, pp. 432–433):

- (1) The transition to environmental responsibility is often impacted by individual sustainability champions who challenge the status quo and actively engage in ecological initiatives to create change “through formal organizational roles and/or personal activism, attempt to introduce or create change in a product, process, or method within an organization” (Andersson & Bateman, 2000, p. 549).
- (2) Individual contributions are crucial and shape eco-innovations. Since processes linked to production are usually one of the main contributors of CO2 emissions, production workers can use their know-how to develop new solutions to reduce environmental harm (Boiral, 2005, p. 340).
- (3) Employees play a decisive role to implement and promote environmental actions, such as recycling residual materials or limiting polluting behavior at the workplace (Boiral, 2005, p. 356).
- (4) Employee involvement is vital for the implementation of environmental management systems, such as the ISO 14001. To implement the system and identify the main environmental issues voluntary employee participation is key (Boiral, 2007, p. 127).

8.3 Limitations and future research

This research yields valuable contributions to the emerging literature regarding factors that influence employees' involvement in Organizational Citizenship Behavior for the Environment. However, there are also some limitations to this study.

The first concern is that gaining in-depth information from the interviewees about how Organizational Citizenship Behavior for the Environment can contribute to environmental sustainability revealed to be complicated. The reason is that Organizational Citizenship Behavior is relatively little known in the workplace environment. Despite the importance of the employees' participation in driving environmental sustainability, there seems to be a gap between

Organizational Citizenship Behavior for the Environment and a detailed analysis of the areas which can benefit from it. However, the examples given in the semi-structured interviews give insights about the areas which are likely to be impacted by employees' initiatives.

The second concern is related to the characteristics of qualitative research. The paper's sample size of this study is limited to five semi-structured interviews with sustainability professionals from the DACHL region. The interview partners were chosen upon their professional background and experience in sustainability management. Moreover, a wide range of industries was included to avoid any bias. Nevertheless, as the empirical analysis was conducted using a sample of five sustainability professionals from the DACHL region, generalizability must be questioned. Therefore, a far-reaching quantitative study would be needed to draw overall conclusion on the influence of Organizational Citizenship Behavior for the Environment on environmental sustainability of multinational corporations.

Third, there is still no consensus about the various categories of Organizational Citizenship Behavior for the Environment as suggested by Boiral & Paillé (2012), including eco-initiatives, civic engagement and eco-helping (Boiral & Paillé, 2012, pp. 440–443). Taking a look at the different facets of Organizational Citizenship Behavior by Organ et al. (2006), there might be other important elements to consider. For instance, sportsmanship could be an interesting element to take a closer look at (Organ et al., 2006, pp. 17–26).

Future research could delve more deeply into measuring the impact of Organizational Citizenship Behavior for the Environment on environmental sustainability, including the development of a framework that facilitates the understanding of the different dimensions of environmental sustainability. Possible future research could include studies in different geographical areas, cultures or industries. The negligence of cultural differences was also pointed out by other researchers (Yuriev et al., 2018, p. 18,19). Moreover, focusing on specific leadership styles or organizational forms could provide ideas for further research. Finally, future researchers could take a different focus and explore the impact of Organizational Citizenship Behavior on the example of Small and Medium Enterprise (SMEs).

9 Conclusion

Today, it is essential for multinational corporations to pro-actively mitigate negative impacts on our environment. In today's environment, multinational corporations are under increasing pressure to reduce their emissions and resources. By providing a conceptual framework of Organizational Citizenship Behavior for the Environment, this study attempts to identify the influencing factors of voluntary behavior employees can engage in to contribute to environmental sustainability. In fact, employees' voluntary engagement has been observed to be key to implement formal environmental practices.

The results show that several factors, such as leadership styles, corporate culture, a sustainability-driven mindset, environmental concern, communication and motivation can enhance employees' s propensity to engage in Organizational Citizenship Behavior for the Environment. Two dimensions of Organizational Citizenship Behavior for the Environment - eco-initiatives and civic-engagement - revealed to be most relevant with regard to environmental sustainability. In particular, the carbon footprint of the company and more generally speaking, a contribution to increase environmental awareness seemed to benefit from Organizational Citizenship Behavior for the Environment. Despite the voluntary and rather small nature of pro-environmental behavior, it seems that the cumulative effect across the organization can significantly contribute to improving the organizational environmental performance. In addition to formal management practices, employees' involvement in Organizational Citizenship Behavior for the Environment can considerably enhance environmental performance.

Finally, the way towards corporate sustainability seems to be more than just a change process, it is about achieving a shift in the mindset of all employees. An integrative and system-thinking approach focused on sustainability is needed for employees to contribute to corporate sustainability in their daily work. Organizational Citizenship Behavior for the Environment is one way for employees to show their environmental commitment, and contribute to the environmental dimension of corporate sustainability.

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Appendix A: Interview Transcript Expert A

RR: Good morning. I am a student at the Vorarlberg University of Applied Sciences of IML and currently writing my master thesis. The purpose of this master thesis is to find out about factors that might influence employee engagement in voluntary pro-environmental behavior. Literature defined this behavior as Organizational Citizenship for the Environment. What characterizes this behavior is that it is voluntary and not explicitly recognized by the formal reward system.

I'm happy that you have time today and I'm looking forward to your input on my research.

Expert A (1+2): We are happy to be here today as well.

RR: Let's get started. Your company recently published a sustainability report. What are the main environmental challenges you are facing?

Expert A (1): As a producing company and looking at our core business, our biggest challenge is that plastics – our main material - is used most efficiently and wisely possible. We are aware that we run our business with fossil-based material. The circular economy is a big solution for us, meaning skimming down the bottles as much as possible or light-weighting them, and making sure that they can stay as long as possible in the Three-Loop. We can provide that due to recycling systems. Furthermore, as a producing company, we have to look at our energy consumption. So, we need to make sure that we use every possibility to optimize our energy consumption. Moreover, we try to use renewable energy sources. This includes making our productions as environmentally-friendly as possible and reducing waste as much as possible. These are our focus areas of the environmental pillar of sustainability.

RR: We hear a lot of buzz around corporate sustainability as a success factor to enable competitive advantage. Do you think sustainability is necessary to stay competitive in the long run? What is your opinion on this?

Expert A (1): I definitely think it is true, but it should not be seen only as part of competitiveness. It should be seen as natural and logical because the world cannot survive if we all are just competing against each other. You know, we are all suffering, some more, some less. We will all suffer from climate change. So, we all have to drive sustainability. I personally believe that the best approach to drive sustainability should be the awareness of global warming. And of course, it also can be used as a business case, which is really the cool thing about sustainability. On the one hand, you can improve your business in terms of the environmental impact. On the other hand, you can also improve your business in terms of what the consumer wants and what the competitors are doing. However, when it comes to global warming it's not about competing, it's about how to do things better together.

RR: So, you are saying that we are all in the same boat at the end of the day.

Expert A (1): Exactly. And of course, if you have a business or company that is not taking care of sustainability at all, it might be hard for them to survive in future. So, you always have to adapt.

Expert A (2): If I may add something here. This last point is very, very important. It's a license to operate. All the four large consultant companies in the world are talking about it. We see now that from the EU basic standards are set. If we don't know as a company how to do better than that, we will see ourselves at the bottom. It might not be a competitive edge always, but it might be that we need to have at least a sustainability basic level to be even in the run of being a business, and our business, is going beyond that. It's everywhere, it's our product, but it's also how we have a sustainability award internally to show employees that they won't do stuff or award them with a motivation to continue doing stuff.

RR: This brings me to the next point. So, I have briefly mentioned the meaning of the term Organizational Citizenship Behavior for the Environment at the beginning of the interview. Could you give me an example of when you personally engage in Organizational Citizenship Behavior for the Environment?

Expert A (1): ... but this behavior has to be unrewarded?

RR: Exactly. According to the literature, this is one of the main characteristics of Organizational Citizenship Behavior for the Environment. Some ideas might include recycling activities, choosing the train instead of the plane for business trips, etc.

Expert A (2): We definitely do that. That is the minimum standard. We understand the importance of plastics going into the loop, and we do the same for paper and metals and all those materials. In my opinion, the very bare minimum.

Expert A (1): So, skimming it down a little bit. All the Austrian values and the Austrian values for the environment and how people treat the environment are the foundation of our company since it is a family-owned Austrian company. We try to bring all these values also to all the other facilities. Of course, sometimes it works better than other times, but this system of waste separation or being aware of how to get to work is widely spread. If I may give you the global picture first. So, of course, we have these commuting systems all over the world, but on different scales. In India, for instance, our facility is close to a gigacity. The commuting time is usually about an hour. However, with the traffic jam, it always takes about two hours. And of course, we have a little bus system installed to bring the people back and forth from work, and we also have these kinds of systems in Turkey and other countries, just to name a few. This is not a financing benefit for the people, but it makes sure that people come to work and they often come in a group, so it is a bit more environmentally-friendly than if everybody comes by car. Then, of course, we have things in place where we try to increase the community itself, which is always leading to environmental behavior because in all these groups we try to have some awareness about the environment. We see that, especially in countries like Brazil, where they really care about their

environment and do a lot of little projects to make sure that the environment is treated a little bit better.

RR: What kind of projects would that be that you are referring to?

Expert A (1): In Brazil, it is very common that oil from cooking is tossed into the water after being used. It is not like in Austria where you bring the old oil to the local recycling yard. We developed a little project with one of our suppliers who produces soap and uses old oil as a resource. Our colleagues would collect their old oil and bring it to work in one-liter-bottles. They do not get a financial reward, but they get a bar of soap from the soap producer. We have been running this project for about two years and could already save about 450 liters of oil. Another project is in Venezuela, where we are very close to a natural area, close to the rainforest. On the street to our facilities, there are always a lot of iguanas on the street. What happens is that they are often hit by cars. Our facility manager installed a little iguana rescue station. This means that when employees find the iguanas, they take them with them so that they can stay in protected areas at our facility. Every now and then a vet comes by and takes care of them. Finally, we focus on spreading environmental knowledge. For example, our main material, the granulate, becomes a safety issue once it is on the floor. In addition, it is also an environmental issue since the wind or our shoes can easily spread the material outside the facilities. It is also a financial issue since we need the material for our production.

RR: Can you think of examples when employees came up with such ideas?

Expert A (1): Sometimes you cannot really say who really started the project. It could be that because we have this continued development program running. So, people can come by, give ideas and then somebody needs to take care of that. For example, in our headquarter we have a big mobility management which takes care of our mobility framework to commute climate-friendly. Of course, our employees come up with new ideas and present them to our mobility manager.

RR: That is indeed an interesting point, which has also been brought up by some researchers. They argue that it can be difficult to determine the initiator of a project. There are different possibilities to drive employees' engagement in Organizational Citizenship Behavior for the Environment. One possibility could be communication. How does your company deal with communicating environmental topics?

Expert A (1): With our internal communication in general, we promote sustainable thinking quite a lot. We do that either with initiatives like I just mentioned. In addition, with our internal communication in general, we try to promote sustainable thinking quite a lot and we do that either with different initiatives and with our sustainability reward. Our employees don't win a lot of money but we offer them a fancy dinner together. We do not consider it a financial reward. It is rather about bringing the spotlight to the people. We do some press releases around it, they get a goodie bag and then they can have a nice evening together. Besides the sustainability award, we have another initiative once a year, which is also completely voluntary. It is around the World

Environment Day from the United Nations, which is always on the 5th of June. We ask our facilities or plants to go out and do something to protect nature. It could be that they do tree planting, clean beaches, collect cigarette butts, etc. It is always a big thing around the World Environment Day and will take time for the sixth time this year. These activities take place in the time frame of two months before and two months after the World Environment Day. Typically, the plant manager plans a social get-together around this activity, such as a barbecue or an educational training session with some environmental experts. The top management always participates and uses this day to build up team spirit. This day is really well anchored in the mindset of our employees. They look forward to this day and participate in the organization of this day. We try to promote these initiatives with this kind of communication.

RR: We have now talked about how to promote Organizational Citizenship Behavior for the Environment. Can you think of some drivers that increase employees' engagement in Organizational Citizenship Behavior for the Environment?

Expert A (1): A driver is definitely if the top management is involved. So, it is a motivational driver.

RR: Do you mean that top management should lead by example?

Expert A (2): Exactly. However, it is also the structure. Our company has a lot of good structures, such as the biking to work program where we get eco points. So yes, I guess we do get something out of it. Another example is that we have a sports facility program, where we do hikes for instance. Such activities outside the usual office time creates a sense of community. I agree with my colleague that it is really hard to say where the division goes between what the company pushes and what comes bottom up. It is also possible to be a vegetarian with the food offered at our company.

Expert A (1): We do not have a canteen because we want to support the local surroundings where many restaurants depend on us. However, also in other countries we always offer a vegetarian option. Another example is that when there are projects to create new cycling paths which pass by our facilities we contribute and give our input. We even spoke to the regional public transport provider to change the timetable a little bit so that it is easier to catch the bus. We also invite people from energy consultancies to give us hints on how to reduce energy consumption in our private life. They give training sessions during the lunch breaks.

RR: Do you think that there are leadership styles characteristics that are more beneficial than others to drive employees' engagement?

Expert A (1): Yeah, definitely. We have just redefined our leadership styles principles and identity with our top management. One phrase from our identity is, for example, "we care for the planet". Also, in the leadership styles promise, we have values like trust and diversity. Also, our CEO, for example, drives an electric car. He could also drive a different car in his position. Obviously, it is

a good car but it is not the fanciest car. This is the role model which is shown also by a lot of our directors, who drive hybrid cars and have their cars for a very long time. We can say that everyone tries to contribute and I think that if some guys did not participate it would get noticed.

RR: Besides the values you just mentioned, what kind of leadership styles characteristics should a manager have?

Expert A (1): I think it should be a good mixture of both. A leader should be empathetic but a leader doesn't need to be exactly your friend. In other words, a leader should guide you on the road and should give you also restrictions. I think it is a part of growing and developing if you are supposed to do some things and not supposed to do other things. And I think it is the frame that is needed. It is not just about being empathetic and saying everything yes to everything. A leader has to think long-term and be aware of how many employees depend on the decision of the leader.

Expert A (2): I think that on top of being an empathic leader, a leader should be an enabler so that we are enabled to then come up with ideas and that we do not get told: "of course not". So having a leader that says, well, I listen to the reason and justifications is a big motivator. It is very important that a leader enables us to be the best at our work.

RR: We have almost reached the end of the interview. One last question. How do you think Organizational Citizenship Behavior for the Environment will develop in the future?

Expert A (2): I think that people who want to be this force will probably gather more in groups. Once companies have shown who are the ones that are serious about enabling or allowing employees to do these things. We also have organizational cultures where it is frowned upon to do something different or outside of the standard. People who want to go above and beyond, which in the future probably is not gonna be above and beyond because at home we have to sort our waste as well but maybe at work you take it to an extreme, right? You are like, no, everything can be separated, so let's push it. I think they are gonna gather more at companies that allow you to do these things.

Expert A (1): I would agree with that. Everything is developing, so I'm pretty sure this is also developing. And as society is more concerned about environmental topics and social topics are coming up. Especially now with all the IPCC reports showing the data, I think that science gets more listened to by society. With all this concern of people about global warming and cool initiatives like Friday for Future, things will move more in that direction. Such a gradual mindset shift will impact all levels of society.

RR: Thank you so much for your time and your valuable input for my research.

Appendix B: Interview Transcript Expert B

RR: Hi. Thank you for taking your time for this interview. Let me briefly introduce myself and the purpose of this interview. My name is Regina, I am 31 years old and currently doing a master's degree at FH Vorarlberg in IML. The purpose of this master thesis is to find out about factors that might influence employees' engagement in voluntary pro-environmental behavior. Literature defined this behavior as Organizational Citizenship for the Environment. What characterizes this behavior is that it is voluntary and not explicitly recognized by the formal reward system.

Expert B: My pleasure to support your research.

RR: Very much appreciated. Let's start with a personal question. Could you tell me about your personal engagement in Organizational Citizenship for the Environment? Can you think of an example of when you last engaged in Organizational Citizenship for the Environment?

Expert B: My personal example is, for instance, since I do a lot of footprint calculations, I am looking into the corporate footprint. I very often think about the ecological footprint of my consumption. That's it. And there are parts where I fail badly. And then there are areas, such as not eating meat that is good for the environment. This includes choosing food, for instance, in the supermarket. So that's an area where I feel like, okay, I can make a difference and my decision on how I consume is making a difference.

RR: Food consumption is certainly a big area. Are you talking now about the business environment, or like the private environment? Or both? I mean, this behavior could be valid for the canteen as well?

Expert B: That is an example from my private life. In the business environment, we do not talk about such stuff because this would be greenwashing. I mean, it is necessary to change something, you know, how we, as a company, feed our people, and how we buy food, but the footprint is comparatively low. So, when we talk about the company, our footprint is mostly due to our energy consumption. It is about scope three emissions, what kind of materials, what kind of logistics we use, we talk about the end of life of our products, and so on.

RR: If you now look at your colleagues. In addition to formal management practices, are there any kind of pro-environmental behavior that you observe?

Expert B: Well, what they usually do is they do what I do. They reflect on what is necessary. Just think about business travel. The question is, do I really need to see our customer or could we also do an meeting online? Yeah, there are a million different examples of how they get involved. You know, it is all about: "Do I need to print this? Do I need to travel to see that customer or supplier? Then there are questions around, do I need new computer hardware? Or can we fix that? It is also about just asking questions, and thinking about what can be done. So, there are a lot of areas where they're getting engaged. Of course, some try a little harder than others. You know, some

are, like, more engaged than others. It also depends on where you are. I mean, like it, there is a geographically split in where people engage.

RR: Can you think of any leadership styles characteristics that have an impact on Organizational Citizenship Behavior for the Environment?

Expert B: I would say what is very important is that you need leaders that act as role models. If your leadership styles does not care about sustainability, it is more likely I believe that the organization is also neglecting sustainable behavior. That is not a surprise. So, if you have a CEO that says sustainability is so important, we need to act and, I am supporting what you do. You are encouraging your employees to reflect, think, act and engage.

RR: This brings me to the next question. How can managers support employees' engagement in Organizational Citizenship Behavior for the Environment?

Expert B: I think that the most important element is really supporting and understanding the need. If you ignore what climate change experts say. If you ignore that a lot of people call for a need for transformation. If you say, I don't care, that is none of my business, then, that is not going to help your people and your sustainability agenda within the organization. So, having the right mindset among your leaders is very important. And then the next step is obvious, to make sure that there is room for all these people to develop ideas and to make mistakes and try again, try harder. Also, allocating resources. A lot of stuff needs money. I mean, you could talk a lot about how important sustainability is. But if you do not give your team time to work on sustainable solutions and development, then you are just talking but not being active.

RR: So, what you are basically saying is that you have to create the right conditions so that these ideas can emerge and develop?

Expert B: Exactly! You really have to free this space.

RR: Right. Let's move on to the next question. Which practices are adopted by your company to raise awareness about sustainability? Can you name some examples?

Expert B: Well, there are a million different things that you can do. I mean, again, we are almost 12,000 people around the world. We are a global company, which makes it a little harder. We talk about sustainability all the time. We have a sustainability conference where every year 600 people come together. Our CEO, whenever he talks to the employees, he talks about the role of sustainability and about what suppliers, customers, and consumers want. We have a magazine, we have an intranet, and we have a million different meeting platforms. We make sustainability a topic. And I think what is very important is that there are two things. First of all, if you see, or if you view sustainability as an opportunity to improve as a company, that's great, I believe. So don't be afraid. It is not a risk, but it is an opportunity. I think that's the mindset that you need to have. So that's the first thing and that's something that we communicate all the time to each and every one. Don't be afraid there is a problem, and we can fix it. And if we respond properly to the

problems or the challenge that we have, then we can be better off later on. So, the mindset, not a risk, but an opportunity, is very important. And then you have to be very frank and open that for a lot of problems we do not have the answer yet. So, the message is, we don't know but we got to find out. Again. It is a mindset story. And I think that it's very important that people understand that because that allows them to be a bit more relaxed, they can go back and you know, we also allow them to fail sometimes. If you do research, then then you sometimes fail. And then, you analyze, okay, why did we fail? Okay, let's try again. So having the right culture around sustainability is very important.

RR: That's pretty convincing. You mentioned the sustainability conference, could you maybe say a couple of more words about it?

Expert B: When I started five years ago, there were quite some questions. A lot of people were saying, like, do you have a definition of what we actually mean, when talking about sustainability? So, there were different perceptions of what makes this company sustainable. What is it? Fewer emissions? Fewer ...? I don't know. So, we really had to go the long way, and discuss, like, you know, what does sustainability mean? What are the characteristics of a sustainable company? How do we get there? We needed a strategy. What's part of the strategy? For the last five years, we have been doing a sustainability conference. It's a one-day event where we bring guests, and we invite people from the ministries, customers, NGOs, Consultancies, the United Nations. We tried to create a platform where we openly discuss how do you do that. And so, we invite everyone. And we are usually 500 to 600 people.

RR: I think you have already briefly mentioned the necessary resources to enable the emergence of pro-environmental behavior. So, what kind of other infrastructure should be provided by companies?

Expert B: I think you need to set the rules, right? If you want them, I mean, I'm not a psychologist. But what does it need to change behavior? That's the question. We want to see different behavior. Now, the question is, what does it need to make you change? I don't know. But I can give you a few examples of what we have tried.

RR: I am curious to hear more about these experiences.

Expert B: As a manager, I want our people to change. And one way was to talk about it, to make it a topic. We also need to address it openly. And frankly, there are conflicting interests between making money and sustainability. That's just a fact. So, we need to openly admit that there are conflicting interests. That's fine. And also, being open about not having the answers to a lot of problems. I think that's also very, very encouraging and helping people. My boss sometimes says, I don't know but let's find out. Inviting, and embracing people to be open that there is a problem and not just denouncing it. No, there is no problem. Plastics are great. That's not helping anyone. If we take responsibility for our problem, we can't just walk on and say like, oh, no, there's no problem with plastics. Oh, no. And then really like allowing people to learn to fail again, to fail

better. And at one point, you know, find solutions and allocate money, again. If you are serious about it, someone comes and says, I have an idea, but it will cost money. If you then say no all the time, people will quickly realize that you are not serious about it. So, it is also about being a role model, if you want. If you want people to take public transport, you need to be a role model. You can take your big car, yes. You better take public transport. If I want you to change your behavior, I can incentivize you and say, like, you know, if you do this, then you know, you get that. So, all of this together, all of this at the same time will probably make people change their behavior.

RR: If you think about yourself, what are your environmental, concerns? Can you name two or three topics?

Expert B: My main concern is that policymakers are not acting fast enough. I mean we can do quite a bit as a company. If you think about renewable energy, we can do better. The big step is probably that governments and policymakers make a clear statement, saying, okay, this has to end quickly, tomorrow, and not like, in a couple of years. I think what we also need to find and look into is the overall economy, like how do we decouple growth? What if we not have growth as the main goal? How do we get from a linear to a circular economy? How do we decouple growth and our footprints if we want to continue to grow? We need to talk about consumption. Going to Spain for a weekend is not sustainable. How do we do that? I think the question is really about having debates as a society, we need to reduce. We need a different economy. We need to get away from grow, grow, grow. And we need a government that acts faster.

RR: Do you acknowledge such voluntary pro-environmental behavior at your company? If yes, how?

Expert B: I mean, for some we can't do much but we can incentivize. We can provide time. We can say if you do something that you want to do and that makes this company more sustainable. We can also provide or allocate cash, resources, and financial resources to the people. If you are an R&D colleague and you are working on a more sustainable material, we can allocate money to that project. So, there are a lot of opportunities to do that. Also, in terms of giving people a voice, providing platforms for the work of colleagues that deal with sustainability. So, there are plenty of opportunities.

RR: Can you think about any other factors that influence pro-environmental behavior?

Expert B: There are probably very different other factors. I think just being interested always helps. If you show people that you're interested in what they do, that will also help and appreciate what other people do. If someone walks in and says, look, I have this idea. And you're just busy with work, and you don't appreciate what the person does. And if you listen, I think that's already quite encouraging for the colleagues.

RR: Of course. Do you think that Organizational Citizenship Behavior for the Environment can improve your company's environmental performance? If yes, how does it improve sustainable performance?

Expert B: It depends on the behavior. We usually don't need me as a sustainability ambassador, we need all our people to be sustainability ambassadors, we need like 11,500 sustainability ambassadors. And if they all do a little, then it becomes a huge thing. We need our HR people, our purchasing people, our R&D, our product managers, our energy, and water efficiency managers, we even need our truck drivers, we need our cleaning ladies, we need everyone, and everyone is committed. Everyone does a little then you get quite a dynamic.

RR: So, you are saying if everyone participates, there may be a spillover effect to other areas and the emergence of a sustainability mindset?

Expert B: Exactly. You need a different culture. The worst thing is to have a team that does sustainability, which is the worst thing ever. Because then, what you need is, and that's the biggest thing that you can have, the deepest level is having sustainability fully integrated into all your departments. This includes controlling people, finance, legal and tax people. They all need to think in terms of sustainability.

Appendix C: Interview Transcript Expert C

RR: Thank you for taking your time for this interview. Let me briefly introduce myself and the purpose of this interview. My name is Regina, I am 31 years old and currently doing a master's degree at FH Vorarlberg in IML. The purpose of this master thesis is to find out about factors that might influence employees' engagement in voluntary pro-environmental behavior. Literature defined this behavior as Organizational Citizenship for the Environment. What characterizes this behavior is that it is voluntary and not explicitly recognized by the formal reward system.

Expert C: Thanks for the invitation. I am happy to answer your questions.

RR: I mentioned that my thesis is about voluntary pro-environmental behavior. So, my first question is rather personal. Can you think of any pro-environmental behavior you recently engaged in personally at the workplace?

Expert C: Sure. I am also responsible for travel management in the company. After the sustainability report, we did a lot of workshops, and we decided to implement a lot of things afterwards. In my area, this involved eliminating short-distance flights, like from Vorarlberg to Vienna. Instead of flight tickets, we offer first-class and business-class train tickets. The time needed for travelling is often an argument for flying. To make taking the train more attractive we offer a hotel room before or after a stay in Vienna or a night train with a single room. So yes, we try to give something back to the people and make travelling more convenient.

RR: Can you think of any other examples when you think of your colleagues?

Expert C: If we think about travel management there are a lot of different colleagues who contact us for their trips. We do have a guideline. For example, when we need to take a flight, we usually fly from Zurich since it is the biggest airport in the area. However, it is a bit of a distance from Vorarlberg. We try to take the train there as well. There are certain situations when the flight is before eight o'clock in the morning, or after eight o'clock at night when people can take a taxi to get there. However, a lot of people show environmentally-friendly behavior and take action as well.

RR: So, what you are saying is that the awareness is really there for most employees?

Expert C: Yes, absolutely!

RR: If you now think about leadership styles, can you think of any leadership styles characteristics that could have an impact of Organizational Citizenship for the Environment?

Expert C: Well, I think that leaders have to be authentic. And if they come forward with a good example, this also needs to be authentic. If they care for the environment, and take action themselves, this behavior tends to be copied by their colleagues. Role models are important for

us! We incentivize our employees through systems like the eco-points to take public transport and do car sharing.

RR: This leads me to the next question. How can leaders support the employees in their pro-environmental behavior?

Expert C: There are a lot of situations where colleagues want to implement something. We also do have an idea management where people can put in their ideas. And I think if leaders or coaches try to support their colleagues with that and give them the tools they need and the time they need, this can foster this kind of pro-environmental behavior. Also, I know that some companies have like a day per month, which they can use for activism or something. It's like a social day to do some kind of voluntary work.

RR: I guess this could also be seen as a practice to raise awareness about sustainability at your company. How does your company raise awareness about sustainability topics in general?

Expert C: There are voluntary teams at our company called "x". It is a group of people that meets regularly at lunch and talks about sustainability topics and what to implement in the company but they also just talk about their expertise and their kind of work and what to change there. They meet regularly, but they also post interesting information on the intranet. And I think that supporting this kind of initiative is already a good start for our company.

RR: If we now look at the internal infrastructure of your company, what kind of infrastructure is necessary to enable pro-environmental behavior according to your point of view?

Expert C: Again, if we talk about travelling, we offer bikes which can be used to travel. We do have a lot of different buildings, where people have their offices. I mean, it's just a small example. Offering bikes, at least, they can bike to the other building to go for lunch and stuff. That would be one thing I could think of.

RR: The next question is a bit of a more personal one again. What are the environmental topics that you are most concerned about if you think about your business?

Expert C: It's probably about building new buildings. There is a lot to think about because a new building can have a big impact. It depends what materials are used, amongst other things. These are big topics to think about, but there are also small things like food. We do offer, for example, vegetarian options.

RR: That's very nice indeed to have this vegetarian option. If you think about engaging employees in pro-environmental activities. What worked best in the past? What has been your experience so far?

Expert C: It should always be fun. For example, this group of people I mentioned before, they really do it out of their own interest. This could be a possibility to raise more awareness. People

are usually too busy to do something for the environment and go the extra mile. And maybe also if we offer some projects where people could help.

RR: I mentioned before that the nature of Organizational Citizenship for the Environment is unrewarded. However, I would like to know if you somehow acknowledge this kind of behavior at the company? If yes, how do you acknowledge it?

Expert C: I think so. At least, like the example from the train and flight shows. At least, we try to make travelling more convenient for people to use the more environmentally-friendly option by offering hotel rooms or single rooms. With this kind of behavior we try to show that environmental-friendly behavior is important to us.

RR: My last question refers to the environmental impact. Do you think that Organizational Citizenship Behavior for the Environment can improve your company's environmental performance? If yes, how does it improve sustainable performance?

Expert C: Yes, I think so. Companies can do a lot, much more than a person privately.

RR: To be more concrete. In which areas Organizational Citizenship Behavior for the Environment can have an impact?

Expert C: Probably everywhere, I guess. In all possible areas such as CO₂ reduction. As I mentioned before, we travel a lot and we can reduce the CO₂ emissions in this area. But also, in terms of energy efficiency, there is a lot of potential as well.

RR: Thank you so much for your interesting insights. We have reached the end of the interview.

Appendix D: Interview Transcript Expert D

RR: Thank you for taking your time for this interview. Let me briefly introduce myself and the purpose of this interview. My name is Regina, I am 31 years old and currently doing a master's degree at FH Vorarlberg in IML. The purpose of this master thesis is to find out about factors that might influence employees' engagement in voluntary pro-environmental behavior. Literature defined this behavior as Organizational Citizenship for the Environment. What characterizes this behavior is that it is voluntary and not explicitly recognized by the formal reward system.

Expert D: Thanks for the invite. I am happy to answer your questions.

RR: Could you tell me about your engagement in Organizational Citizenship Behavior for the Environment? Is there any example you would like to tell me about?

Expert D: We recently published a newsletter article about this kind of engagement because we wanted to communicate internally when people or employees take action and bring forward ideas. For instance, in our employee magazine we show what other employees do. It is about voluntary engagement. We have a specific example of hydraulic oil that we use in production. Let me shortly explain this to you. For our cranes and construction machinery, we have to fill in hundreds of litres of hydraulic oil that they work. Our employees discussed the possibility of how to reuse the oil. We have found a way to reuse this oil and sell it. It is even better oil for the customer. It is a mixture of two products that are now being sold. What happened is that our employees brought up ideas on how to reuse this oil and finally we could save 8630 litres of oil last year. This initiative was launched by our employees. With this story, we wanted to focus on such kinds of initiatives and also make our employees engaged more and show that their engagement has an impact. Everyone can do something for the environment. This publication also includes a remark on where to go with an idea.

RR: How does it work at your company if an employee has an idea?

Expert D: Unfortunately, we do not have a very structured process. The process is rather informal. However, if you have an idea as an employee of the engineering department on how to make the machine more efficient, how to use fewer resources or how to make it lighter for transport, etc. then there is a very structured process for idea management. The idea is then analyzed by a management team. However, for ideas related to the production process, we do not have structured idea management. It is very informal. Actually, we have an environmental team with members from different departments, including production, purchase, dispatch department, etc. In total, this team includes ten members. The team members collect ideas and discuss them within the team. Does it have an advantage for the environment? How does it look like economically? The team then decides if the idea should be pursued or not. We want the people to know that there is such an environmental team. Unfortunately, until now it has not been really transparent on where to go with such an idea.

RR: If we now talk about leadership styles characteristics. What kind of characteristics could have an impact on Organizational Citizenship Behavior for the Environment?

Expert D: The managing director is always the most influential person. If the topic is important to the board of directors, there is no discussion about resources, the money, or the time available. So, if the board of directors stays behind the initiative, this is an important driver. However, I also think that not having a very rigid hierarchy in the organization can be beneficial to Organizational Citizenship Behavior for the Environment. I believe that this bottom-up process is also relevant. Our employees need to know that they can come up with an idea anytime. In our company good ideas always tend to find their way and are implemented. Having intrinsic motivation for the environment is crucial as well. Only if managers are intrinsically motivated, they can be efficient leaders. Regarding sustainability as a whole, empathy, openness, and a broad view of the things are important elements. All sustainability topics are challenges related to a system and not only at a single issue of a problem. Of course, being an empathetic leader helps. An open-door policy is crucial to create the right culture. This kind of corporate culture is beneficial to Organizational Citizenship Behavior for the Environment.

RR: Do managers support employees' engagement in Organizational Citizenship Behavior for the Environment? If yes, how do they support it?

Expert D: I believe that creating awareness is important. Therefore, we need to communicate transparently. Communication is key in this matter. We achieve our communication goals by publishing a sustainability-related article in our company magazine which appears quarterly. In the last edition, we had this example about the reuse of hydraulic oil. Communication from the management is important but also from the employees to the management. They need to know that they can come up with new ideas at any time. We also have screens in all our offices where we communicate these issues. We also do so with our company app and our employee magazine.

RR: Which practices are adopted by your company to raise awareness about environmental sustainability?

Expert D: I believe that giving the spotlight to the environmental initiatives of employees is important. Our employees need to know where they can bring up ideas. As I just mentioned, we have an environmental team with members from different departments. They discuss environmental topics and decide how to pursue the ideas further. To join the team all you need is motivation and even better, be in a position (for instance packaging) where you can have an impact to improve processes.

RR: Does your internal infrastructure support the engagement in Organizational Citizenship Behavior for the Environment? If yes, what are the key components?

Expert D: A corporate culture with little hierarchy and openness to new ideas and processes is certainly beneficial to environmental initiatives. If employees feel safe to address new ideas, the likelihood of their personal input increases.

RR: What kind of environmental topics are you most concerned about?

Expert D: Currently, the most important topics are CO2 emissions and climate change, which are also the most important topics on an international level. This is where we can have the biggest impact.

RR: What did work best for you in the past to engage employees in environmental activities?

Expert D: The key element here is motivation. We need to understand and find out what motivates our employees. Once we have understood this, employees are more likely to engage, also in environmental activities.

RR: How do you acknowledge engagement in Organizational Citizenship Behavior for the Environment?

Expert D: We typically do not offer any kind of bonuses or financial benefits. We believe that offering bonuses as a reward tends to create injustices and increases competition amongst employees. We try to incorporate voluntary behavior in our culture and value this kind of behavior by communicating it transparently. So other employees know what happened, which then might motivate them to take action themselves.

RR: Can you think of any other influencing factors?

Expert D: Education is very important. It is not only about offering training at the company, which of course we do offer but also about public education. For example, in our region in Vorarlberg, we have a high awareness of sustainability, which is also because we learn it at school. Separating waste is pretty normal to us. However, in other countries, such as China, this might not be the case. So yes, I think the education curriculum can have a high impact. This will also influence our culture because these people will work at our company later in their lives.

RR: Do you think that Organizational Citizenship Behavior for the Environment can improve your company's environmental performance? If yes, how does it improve sustainable performance?

Expert D: This is a pretty challenging question. I guess really everywhere. I mean what Organizational Citizenship Behavior for the Environment does is that these small actions can increase awareness of sustainability at our company. And adding up all initiatives together will have a big impact. It will also influence the awareness of our employees to improve their processes and make them more sustainable. So, at the end of the day, our goal is to change the mindset of our employees so that they consider sustainability whenever they take a decision. It is not about one initiative in particular, but really about the sum of initiatives that makes the difference. Also, if one employee sees that someone has taken action, this might inspire other

employees and make him take action as well. We have people responsible for sustainability issues in all our departments, so I would say it is a sort of a network that we have created and I am the person who coordinates this process.

RR: Thank you for your time and your interesting input..

Appendix E: Interview Transcript Expert E

RR: First of all, thanks for taking your time to answer my question. Let me briefly introduce myself and the purpose of this interview. My name is Regina, I am 31 years old and currently doing a master's degree at FH Vorarlberg in IML. The purpose of this master thesis is to find out about factors that might influence employee engagement in voluntary pro-environmental behavior. This behavior has been defined as Organizational Citizenship for the Environment. What characterizes this behavior is that it is voluntary and not explicitly recognized by the formal reward system.

Expert E: My pleasure.

RR: Could you tell me about your engagement in Organizational Citizenship Behavior for the Environment? Is there any example you can think of? Or maybe one of your colleagues?

Expert E: I'm sorry but I can't think of any example right now.

RR: Can you think of any leadership styles characteristics that might have an impact on Organizational Citizenship for the Environment?

Expert E: Of course, there are some characteristics that can be beneficial to sustainable behavior. If the leader shows a positive attitude toward sustainability, it is beneficial with regard to Organizational Citizenship for the Environment. Also, if the leader engages in Organizational Citizenship for the Environment himself/herself, we might see positive effects as well. Such characteristics can positively influence employees' behavior and the likelihood to engage in Organizational Citizenship for the Environment.

RR: May I ask you to explain this in more detail?

Expert E: If a leader, for instance, participates in a volunteering event, this might encourage employees to do the same. Even informing their employees about leaders' participation in such events might increase the likelihood for employees to enroll and engage. Another example would be if the leader cycles to work. This might also encourage employees to do the same.

RR: Do managers support employees' engagement in Organizational Citizenship for the Environment? If yes, how do they support it?

Expert E: Absolutely. There are some leaders who inform their employees about volunteering opportunities, or leaders engage themselves in volunteering or organizing something for their team. For example, we have one manager who engages in an initiative about diversity and inclusion. As a consequence, employees might be more willing to bring in new ideas for sustainability. We also have many leaders who actively promote sustainability, which is also one of the main pillars of our company. Some examples include employee volunteering events, an

internal idea platform for employees to bring in new ideas, charity events for certain topics, a sustainability challenge for cycling, etc.

RR: Which practices are adopted by your company to raise awareness about environmental sustainability?

Expert E: Regular training. We have an internal academy which offers specific courses on sustainability. Internal communication is important as well. In this context, most news is published on our intranet. Also, important information is sent via mail to certain groups of employees, especially the management. Voluntary possibilities to actively engage in sustainability can also contribute to an increased level of awareness. Our sustainability reporting to collect information about sustainability serves as a knowledge basis. In addition, social media is gaining more and more importance. Our employees increasingly like our posts, which leads to an increased level of awareness.

RR: Does your internal infrastructure support the engagement in Organizational Citizenship Behavior for the Environment? If yes, what are the key components?

Expert E: I could think of lockers and showers, which can be useful for employees who cycle to work. In addition, we offer charging possibilities for e-mobility, and a mobility bonus scheme for those who take public transport.

RR: What kind of environmental topics are you most concerned about?

Expert E: We currently face two main challenges: climate change and biodiversity. Actually, we are dealing more and more with the loss of biodiversity. Therefore, for instance, circular economy is also a big priority for us.

RR: What did work best for you in the past to engage employees in environmental activities?

Expert E: This is something which has changed a lot over the years. However, what stayed the same is that some employees want to actively engage while others don't. We actively need to contact those who are active so that they feel heard. They can then act as ambassadors and convince employees to engage as well. Then there are events where employees can be actively involved. This is something which has always worked well. Trainings are also a great opportunity to learn and exchange ideas and ask critical questions. Also, the sustainability challenge we organized last year worked out well. Social pressure certainly increases the likelihood of participation. To sum up, the active leadership styles of employees is something which has worked well. Employees need to actively participate and not only read the information in the reports. Written information often does not stay in the memory, and employees often lack time because they have to fulfil other responsibilities.

RR: How do you acknowledge engagement in Organizational Citizenship Behavior for the Environment?

Expert E: Sometimes our employees can win something or get invited for lunch. For instance, we try to create internal visibility by publishing a news article in our internal communication channel and sometimes even a story in our sustainability report about our volunteering activities. What is important for us is to appreciate the proactive engagement and contribution to sustainability by our employees.

RR: Can you think of any other influencing factors?

Expert E: Generally speaking, the role of sustainability in corporate culture is important. How is sustainability acknowledged in the company? Does the company print a lot? What kind of options do the employees have? This will have an effect on the employees' behavior in the short and long term. The company, therefore, attracts more employees with a sustainability-driven mindset. They want to work for a company that seriously cares about sustainability. The company needs to consider sustainability factors when constructing a new building. As a consequence, employees learn what is needed for green buildings, which then motivates other employees to reflect on those kinds of things as well, also in the private environment.

RR: Do you think that Organizational Citizenship Behavior for the Environment can improve your company's environmental performance? If yes, how does it improve sustainable performance?

Expert E: As a company, we value if the employees engage in pro-environmental behavior themselves. Often, we act on different levels, which means that employees can support the sustainable transition and contribute to the area where they can make small changes possible. Employees can actively contribute to making this transformation to a more sustainable world possible. There is an upcoming generation who cares about those values. In this context, the mindset shift among employees is certainly key to success.

What is most important is that management leads by example. From my point of view, this has the most impact. Of course, the employees' behavior also creates an impact. However, to make long-lasting change possible, behavior needs to be adapted by the management to be taken seriously. The management needs to lead by example and raise awareness about changes in behavior. This is how to make change possible. At least, this has been my experience over the last years.

RR: We have reached the end of this interview. I would like to thank you for your time and your interesting input, which is very valuable to my research.