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**Pro-environmental behaviour in the workplace and the role of managers and organisation**

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**1. Introduction**

Organisations increasingly acknowledge the importance of corporate sustainability and that makes that corporate social responsibility (CSR) as a strategy to reach corporate sustainability (see Marrewijk, 2003) is gaining significance in the business world. To implement CSR in existing business, CSR needs to be embedded throughout the whole organisation (Lamm et al., 2013) and integrated into a comprehensive strategy (Galpin and Whittington, 2012). Several scholars point at the shortage of research related to organisations and CSR especially on the level of the individual employee and their behaviour (Aguinis and Glavas, 2012; Robertson and Barling, 2013; Russell and Griffiths, 2009); factors that influence the small, everyday sustainability behaviours are not investigated enough. Given that climate change is largely driven by human activity, and the success of environmental programmes often depends on employees' behaviour (Daily et al., 2009), fostering employees' pro-environmental behaviour (PEB) could be one of the factors that may help to deal with these grand societal challenges. Lamm et al. (2013) underpins this perspective by claiming that the overall organisations' sustainability success depends to a large extent on individual efforts. For instance, although new technologies and facilities are vital to the success of implementing CSR (e.g. energy-savings), the readiness of individual employees to actively embrace pro-environmental behaviours that sustain the natural environment is crucial as well (Graves et al., 2013). This shows that strategic initiatives cannot be implemented without the active support and participation of individual employees; the employee perspective is absolutely essential. The impact of one individual's decision might seem small, in the aggregate, the impact will be significant (Stern, 2000).

However, employee participation is complicated; for the majority of employees, PEB is not a required task, but rather voluntary behaviour (Ramus and Killner, 2007). Whereas these voluntarily behaviours are more often studied in households, it has rarely been studied in workplace settings (Blok et al., 2015; Ones and Dilchert, 2012). The few empirical studies that are performed, report that employee behaviour towards corporate greening or CSR is associated with pollution prevention, more efficient environmental management systems, improvements in environmental performance, and green innovations (e.g. Andersson and Bateman, 2000; Ramus and Killmer, 2007). However, the specific nature of employee involvement and their contribution in corporate greening or CSR remains unclear. It has been proven that although value frames (e.g. unlimited economic growth is ultimately unsustainable) are fairly well established, it still remains difficult to locate a causal relationship between pro-environmental attitudes and deliberate, pro-environmental behaviour (e.g. Blok et al., 2015). Generalized attitudes as such are not very good predictors of environmentally responsible action (Blok et al., 2015; Poortinga et al., 2004; Schultz et al., 1995). The models that do show a strong predictive power between attitudes and responsible action, tend to employ a set of very narrowly defined attitudes and behaviours (Oskamp et al., 1991; Ungar, 1994).

A fairly well recognized driver for environmentally responsible behaviour is the combination of social support, deliberation, and feedback in particular situations (e.g. households, workplaces). Nevertheless, Nye and Hargreaves (2009) show that this mechanism works very different in different social contexts. This underpins the premise that social contexts should be understood and accounted for as part of the dynamics of behavioural interventions, rather than as an external force affecting individual employee behaviour or some kind of remainder for the elements of behaviour that cannot be explained by pro-environmental attitudes and social preferences. Therefore, mechanisms should not be taken in isolation of their contexts; without the context it is rather difficult to create an accurate picture of what is actually going on. Blok et al. (2015) is one of the first teams that studied factors affecting PEB in the workplace in which the context was included. Their study was situated in a public sector (e.g. green university) and based on their findings they conclude that leaders (e.g. line managers) can influence employees' PEB by supporting PEB and showing PEB themselves. Current study follows the line of reasoning started by Blok et al. (2015) and attempts to understand which factors do influence the discretionary pro-environmental behaviour of employees in a private company context. Knowing the different and sometimes even competing logics between private (e.g. business logic) and public (e.g. social logic) sectors, this study might reveal other factors affecting PEB in comparison to studies that took place in public sectors (e.g. Blok et al., 2015). The particular context chosen in this research are housing associations. Housing

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