## Index

- ability-motivation-opportunity (AMO) framework 40
- Abrahamse, W. 373
- acoustic sampling 142
- action plans 277, 281, 326
- activism 23
- affective organisational commitment 94
- age, and pro-environmental behaviour (PEB) 73, 137
- agency, employee 316–21, 332
- Ajzen, I. 67, 92, 190
- altruism 108–9, 164, 460–61
- appropriateness (symbolic environmentalism) 247, 248, 249–50
- attitudes 65–8, 89–90, 276, 315, 355–6, 358, 416, 469
- auditing 230
- autonomous motivation 193–4
- autonomy 153, 268, 270–71, 289, 290
- Hong Kong managerial and professional employees study 156, 158, 161
- and participatory interventions (PIs) 273–6, 277
- autonomy-restrictive behaviours 293, 297, 304–5
- avoiding harm behaviours 21, 32, 73
- awards 152
- awareness, environmental 64–5, 92, 98, 163

- Barling, J. 131
- Barr, S. 469, 476, 478–9
- behaviour
  - historical perspectives on 413–14
  - individual and organisational, interrelatedness 421
- behavioural control 92–3, 138, 179–80, 271
- behavioural geography 414
- behavioural infrastructure 317–21, 333
- behavioural intention 87, 89–90, 91, 95
- behavioural spillover 456–7
- beliefs 219–20, 355, 416
  - compensatory green beliefs (CGBs) 459–60
  - value-belief-norm (VBN) model 67, 87, 239
- between- and within-person variability in employee pro-environmental behaviour (PEB) 128–33
- conceptual framework of predictors 136–40
- conclusions 144
- dynamic context predictors 139–40
- dynamic person predictors 138
- interactions among predictors 140
- recommendations for practitioners 143
- research designs and analytical strategies 140–43
- review of empirical studies 133–5
- stable context predictors 139
- stable person predictors 137–8
- biospheric values 109–15, 116–22, 123–4
- Bissing-Olson, M.J. 133–4, 138
- Boiral, O. 27, 130–31, 217, 230, 242
  - ‘border-crossing’ 456, 468–9, 475
- bottled water 420
- Bowen, F. 245
- brand image 251
- Brennan, L. 316–17, 318, 319
- BuildTEDDI programme 361
- bureaucracy 415
- business education 54
- car use reduction 420
- care ethics see ethics of care
- Carrico, A.R. 370–71, 372
- carrier bags charge 474, 476
- carryover effect 458, 460–61
- catalyst behaviour 457–8
- cause–effect relationship 474–5
- certification, green 152

---

Victoria Wells, Diana Gregory-Smith and Danae Manika - 9781786432834
Downloaded from Elgar Online at 02/18/2019 03:54:30AM
via free access
change agents 288
and participatory interventions (PIs) 267–8, 270, 272, 273–9, 280–81
see also motivational interviewing (MI), and energy conservation change management 288, 418–21, 424 Chen, C. 373
choice architecture 420
Cialdini, R.B. 369, 375
Client Language Easy Rating (CLEAR) Coding System 296, 304
coworkers, influence of 90, 99
cognitive abilities 72
cognitive dissonance 238, 459
collective commitment 419
collective efficacy 419
communication 162, 221, 275, 288, 319, 418
eco-design case study 330–31
and spillover 471–2, 477, 478
Uniting Agewell case study 322–6
see also motivational interviewing (MI), and energy conservation compensation and reward management 48–9
incentive schemes 213, 217, 220–21, 354–5
compensatory green beliefs (CGBs) 459–60
core values 108
customer pressures, responding to 45, 51
daily positive affect, and pro-environmental behaviour (PEB) 132, 134–5
decision-making 414, 464–5
demographic characteristics 72–3, 137
denial 110
descriptive norms 369, 371, 372, 373, 374, 375
see also social norms and energy feedback study
developing countries 53
diary studies 133–5, 141
In a Different Voice 169
differentiation, and symbolic environmentalism 251–2
Dilchert, S. 17, 63, 84–5, 86, 211, 417, 461, 463
Dixon, G.N. 372–3
Dolan, P. 466
eco-design case study 327–32, 341–5
eco-labels 152
demand side management 62–3
denial 110
descriptive norms 369, 371, 372, 373, 374, 375
see also social norms and energy feedback study
developing countries 53
diary studies 133–5, 141
In a Different Voice 169
differentiation, and symbolic environmentalism 251–2
Dilchert, S. 17, 63, 84–5, 86, 211, 417, 461, 463
Dixon, G.N. 372–3
Dolan, P. 466
eco-design case study 327–32, 341–5
eco-labels 152
demand side management 62–3
denial 110
descriptive norms 369, 371, 372, 373, 374, 375
see also social norms and energy feedback study
developing countries 53
diary studies 133–5, 141
In a Different Voice 169
differentiation, and symbolic environmentalism 251–2
Dilchert, S. 17, 63, 84–5, 86, 211, 417, 461, 463
Dixon, G.N. 372–3
Dolan, P. 466
eco-design case study 327–32, 341–5
eco-labels 152
Index 487

ecocentric models of education 44–5
ecological responsibility 236, 237
EcoIsland 352
economic rationality 413–14
ecopreneurs 188
ecosystems, strengthening 21
education 22, 44–5, 54, 72
egoistic values 108
emotional carryover effect 460–61
emotional work events 139–40
employee agency 316–21, 332
employee development 77
employee green behaviours (EGB)
and age 73, 137
barriers to 173
culture change in a complex system 220–21
defining 14–17, 149
employee engagement 149–50
environmental awareness, knowledge and skill 64–5
environmental motives 68–70
factors affecting 152–5
features of 16, 211
Green Five taxonomy of 17–27, 33–4, 461–2, 463
Hong Kong 150–52
individual-level factors determining 63–4
interventions 74–5
as job performance 16–17
measuring 27–33
organisational-level outcomes 215–18
and pro-environmental behaviour at home 467–9
recommendations for practitioners 221–3
role of organisations in promoting 212–14
stable individual differences 70–72
employee green behaviours (EGB), managerial and professional employees in Hong Kong (study)
discussion 158, 161–2
limitations and future research 163–4
managerial implications 162–3
method 155–6, 157–8
results 156, 159–61
employee participation 46–7, 149–50, 222, 362–3, 418, 423, 449
see also participatory interventions (PIs)
employee turnover 47
employees’ PEB (E-PEB) see pro-environmental behaviour (PEB) of employees
empowerment of employees 163, 222
enabling capabilities 69
energy conservation 48, 287
see also conserving behaviours;
  motivational interviewing (MI), and energy conservation
energy feedback 349–50, 369
  collective and participatory approaches 362–3
discussion 361–4
  field trial 355–9
future research 363–4
group 278
recommendations for practitioners 364–5
in residential settings 350–52
  studies 359–61, 370–71, 372–3
in workplace 352–5
see also feedback loops; social norms and energy feedback study
energy managers 288
see also motivational interviewing (MI), and energy conservation
energy use
  CER and biospheric values model 119, 120
  ‘double invisibility’ 350
  simple interventions to reduce 216
values–identity–personal norms (VIP) model 113, 114–15
Engster, D. 180
entrepreneurship 195
environmental attitudes 65–8, 89–90, 276, 315, 355–6, 358, 416, 469
environmental awareness 64–5, 92, 98, 163
environmental knowledge 64–5, 98, 270
environmental management systems (EMS) 153
Environmental Protection Department (EPD, Hong Kong) 150–51
environmental psychology 86, 91, 239, 373, 455, 458–61
environmental sustainability strategies within organisations 313–14
conclusions 332–3
employee agency and organisational structure 316–21
employees 314–15
implementing sustainable action in eco-design case study 327–32, 341–5
planning case study 321–7, 336–40
see also culture of sustainability
environmental transformational leadership 192–5
ergonomics 75
ethics of care 168–9
abilities of caring manager 176–8
adequate resource provision by organisations 178–80, 181
care process 171
conclusions 180–81
dealing with tensions in organisational settings 174–6, 179–80
and environmental sustainability 171–4
management 174–8
origins of 169–70
evaluation, of training 45–6, 294–6
Evans, L. 474
event sampling 141
experience sampling 141–2
extrinsic motivation 155, 194–5
feedback, energy see energy feedback; social norms and energy feedback study
feedback loops 219, 220, 221, 223
‘feminine’ perspective, ethics of care 175, 176
Fineman, S. 174–5
Flannery, B.L. 371
Focus Theory of Normative Conduct 91
foot-in-the-door effect 458, 463
force field analysis 276–7, 281, 419
framing of behaviour 471–2, 474–5, 477, 478
Fujii, S. 420
functional similarities, and spillover 462–3
Gabriel, Y. 176
Galizzi, M.M. 466
Gallagher, D.R. 189
Gärling, T. 420
gender, and pro-environmental behaviour (PEB) 72–3
general pro-environmental behaviour (PEB) see pro-environmental behaviour (PEB), general
Giddens, A. 314, 316
Gilligan, C. 169–70
goal-framing theory 239–40
goals 271–2, 326–7, 360, 413, 449
Goldstein, N.J. 371
Goodman, P. 391–2
green behaviour, definition of 148
green entrepreneurial leadership 195
Green Five taxonomy of employee green behaviours (EGB) 17–18
avoiding harm 21, 32, 73
conserving 20–21, 73, 177–8, 179–80, 462
development of 18–19
example behaviours 24–5
implications for HRM practice 33–4
influencing others 22
measuring EGB 28–33
notable features and sufficiency of 26–7
and spillover 461–2, 463
taking initiative 22–3
transforming 19–20
green human resources management (GHRM) 39–41
compensation and reward management 48–9
employee involvement and participation 46–7
ethical care perspective 177–8
functional activities of 41–51
future research 52–4
and Green Five taxonomy 33–4
implications for practitioners 54–6
Index 489

... and individual antecedents of pro-environmental behaviours 75–7
leadership and culture 46
orientation and onboarding 43
performance evaluation 47–8
recruitment and selection 41–2
risks of 56
strategic role of 51–2
talent management 50–51
training and development 43–6
‘green psychological climate’ 135
Greenfly 331–2
‘greenwashing’ 98, 229–30, 249
group
identity 375, 385, 393–4
norms 241
role of 418–19
Gustafson, C. 370

habits 94–5, 99, 256, 420
Haisley, E. 391–2
Hatch, M.J. 220
hedonic values 108
Held, V. 173
Hong Kong, pro-environmental
behaviour (PEB) 150–52
see also employee green behaviours
(EGB), managerial and professional employees in Hong Kong (study)
Hong Kong Stock Exchange (HKEx) 151
human resources management (HRM)
employee engagement 150
and environmental firm performance 139
see also green human resources
management (GHRM)

identity
environmental 472, 477–8
group 375, 385, 393–4
reinforcement 465
role in organisational behaviour 416–17
social 241, 251, 374–5

values–identity–personal norms
(VIP) model 110–15, 472
incentive schemes 213, 217, 220–21, 354–5
individual employees
focus on 14
limited investigation of 148
influencing others (behaviours) 22, 73
information disclosure, Hong Kong 151
informational interventions 74
infrastructure, behavioural 317–21, 333
initiative, taking 22–3
injunctive norms 272, 369, 372, 373, 374–5
see also social norms and energy
feedback study
innovation 422
and rewards 49
transforming behaviours 19–20
institutional theory 234–5, 236, 313
Integrated Framework for Encouraging
Pro-environmental behaviour (IFEP) 107
intention, behavioural 87, 89–90, 91, 95
interaction analyses 279–80
interdisciplinary research, need for 53
interindividual differences see between-
and within-person variability
in employee pro-environmental
behaviour (PEB)
international standards (ISOs) 44, 45, 152, 230
interventions 73–5
see also participatory interventions
(PIs)
interviewing see motivational
interviewing (MI), and energy
conservation
intraindividual variability see between-
and within-person variability
in employee pro-environmental
behaviour (PEB)
intrinsic motivation 154–5, 194, 290
Hong Kong managerial and professional employees study 156, 158, 163
job characteristic model (JCM) 53
job characteristics 139, 153
Research handbook on employee pro-environmental behaviour

job design 53
job performance, employee green behaviours (EGB) as 16–17
job satisfaction 51

Killmer, A.B.C. 371
Klein, R. 69
Knight, K. 373

knowledge, environmental 64–5, 98, 270
Kohlberg, L. 169

Lacasse, K. 472
Lanzini, P. 462–3
leadership 46, 55, 185–6, 212, 415
environmental 189–92
environmental transformational 192–5
future research 202–3
green entrepreneurial 195
importance of leaders’ personal values 196–7
organisational implications 199, 201–2, 222–3
and social norms 91
spiritual 197–9
subordinates 131
summary of good practice 199, 201–2
summary of styles 200
supportive behaviours 191
transactional 187, 189
transformational 187–9, 190, 192–5, 199, 201
see also employee green behaviours (EGB), managerial and professional employees in Hong Kong (study); management
legitimacy, organisations 234–5, 236, 245, 246–7, 249
Lewin, K. 276, 419
life cycle assessment (LCA) 314
eco-design case study 330, 331–2
Uniting Agewell case study 321–7
Linden, S. van der 420
listening, reflective 275–6, 292, 294–5
Liston-Heyes, C. 371–2
Littleford, C. 462
Lo, S.H. 372
lobbying 23
local rules 219, 220–21
location, and social norms 390–91, 394
longitudinal research 131, 476
longitudinal studies, spillover research 473–4
Longland, M. 370
management 22
care and ethics of care 168–9, 174–8, 179–80
of change 288, 418–21, 424
of corporate greening 97–8
green actions, future research 164
involvement 154
support 153
see also employee green behaviours (EGB), managerial and professional employees in Hong Kong (study); green human resources management (GHRM); leadership
Matthies, E. 470, 471, 474–5, 477
May, D.R. 371
Mayeroff, M. 170, 172
measurement, employee green behaviours (EGB) 27–33
mission, organisations 116, 117–20
Mohammad, N. 468
monitoring and feedback interventions 74
monitoring environmental impact 21
moral development 169
moral licensing 459
morality 460–61
motivation 53, 68–70, 77, 107, 138, 164, 359
ability-motivation-opportunity (AMO) framework 40
autonomous 193–4
and corporate social responsibility (CSR) 49
and environmental transformational leadership 193–5
extrinsic 155, 194–5
inspirational 187
intrinsic 154–5, 156, 158, 163, 194, 290
motivational interventions 34
motivational interviewing (MI), and energy conservation 287
basics of 288–92
case study (MI training for energy managers) 296–305
example transcript of coded conversation 306–8
implementation in organisations 293–6
recommendations for practitioners 305, 309
Motivational Interviewing Treatment Integrity Code (MITI) 295, 304
multi-level perspective 422
MyEcoFootprint (MEF) 356–7, 358
see also social norms and energy feedback study
Naja, M. 469
neutralisation theory 459
Nik Ramli, N.A.R. 469
‘Nine Ps’ framework 316–21, 333
eco-design case study 328–32, 341–5
Uniting Agewell case study 322–7, 336–40
Noddings, N. 170, 172, 174, 177
non-monetary rewards 49, 213
non-work pro-environmental behaviour (PEB) see pro-environmental behaviour (PEB), general
Norm Activation Model (NAM) 65, 67, 87, 91, 239, 354
norms 239–40, 242, 272
descriptive 369, 371, 372, 373, 374, 375
group 241
injunctive 272, 369, 372, 373, 374–5
and participatory interventions (PIs) 277–8
value-belief-norm (VBN) model 67, 87, 239
see also personal norms; social norms; social norms and energy feedback study
Norton, T.A. 26–7, 128, 130, 131, 134–6, 137, 138, 139
OARS (open-ended questions, affirmations, reflective listening and summaries) 290–92, 297
offices, energy use 349, 352–5, 370
field trial 355–9
recent studies 359–61
Sustainable Workplace Certification (SWC) programme 434–5, 441, 442–8
see also social norms and energy feedback study
Ölander, F. 470, 473–4
On Caring 170
onboarding and orientation, new employees 43
Ones, D.S. 17, 63, 84–5, 86, 211, 417, 461, 463
online educational programmes 44
openness to change 19–20
organisational behaviour factors influencing 415–17
historical perspectives on 413–14
see also organisational pro-environmental behaviour (O-PEB)
Organisational Citizenship Behaviour (OCB) 16–17, 27, 85–6
Organisational Citizenship Behaviour for the Environment (OCBE) 16, 28, 85–6, 196, 242
organisational climate 99, 134–5, 203, 250
organisational context, and pro-environmental behaviour (PEB) of employees 115–20, 420–21
behaviour predictors 139–40
discussion and research agenda 121–2
practical recommendations 122–3
summary 123–4
organisational culture 46, 50, 53, 54–5, 219–21, 415–16
Organisational Development (OD) 54
organisational pro-environmental behaviour (O-PEB) 232, 417
change 418–24
drivers of 236–7
recommendations for practitioners 423–4
and symbolic environmentalism 237–8, 243–4, 245, 246–50, 251–7, 258
theoretical foundations and motives of 234–8
transition perspectives 421–3
organisational psychology 233
organisational structure 315, 415
and employee agency 316–21, 332
organisational support 93–4
organisations 13
as adaptive system 215
definition of 413
formal and informal 413
legitimacy 234–5, 236, 245, 246–7, 249
mission 116, 117–20
physical environment 213–14, 390–91, 394
provision of adequate resources 178–80, 181
values 471
organisations, environmental sustainability see environmental sustainability strategies within organisations
orientation and onboarding, new employees 43
Osbaldston, R. 73
outcomes, employee green behaviours (EGB) 14, 215–18
Paillé, P. 27, 130–31, 139, 242
paradox theory 40
participatory action research 269, 370
participatory interventions (PIs) 267–70
conclusions 281
effectiveness of 278–9
essential elements of 273–8
future research 279–80
psychological mechanisms involved 270–72
recommendations for practitioners 280–81
see also employee participation
passive telemetrics 142
past pro-environmental behaviour (PEB) 456, 459
PCs, energy use 349, 352, 353, 354, 357, 360
see also social norms and energy feedback study
Pema, J. 420
performance management 47–8
symbolic and substantive 230
‘permitting’ strategy 466
perseverance and persistence 155, 320
person-centred communications approach 290–92, 297
personal norms 91–2, 98, 110, 122–3, 239
and spillover 470–71, 477
values–identity–personal norms (VIP) model 110–15, 472
personality traits, influence on pro-environmental behaviour (PEB) 70–72, 73, 137
philosophy 318
‘phollow-up’ 320
physical environment 213–14, 390–91, 394
Planet Blue Ambassadors Certification (PBAC) programme 433–4, 441–8, 450
planning, case study 321–7
plastic bags charge 474, 476
policies 23, 318
policing 320
pollution prevention 21
Poortinga, W. 476
Portugal, E. 187, 192
predictors of pro-environmental behaviour (PEB) 136–40
pro-environmental behaviour (PEB), general 65, 231–2
barriers 153
contextual spillover 466–70
and demographic characteristics 72–3
determinants of 87, 89
environmental attitudes 65–8
interventions 75
motivation and willingness to engage in 107
stable individual differences 70–71
use of terms 84, 232
versus employee green behaviours (EGB) 15–16
pro-environmental behaviour (PEB) of employees 232–3
conceptual foundations of 84–5
Index 493

conflict between benefits 106–7
future research 8–9
importance of 1, 83
psychological requirements for 267–8
and symbolic environmentalism 240–41, 244–58
theoretical foundations and motives of 238–44
use of terms 1–2
see also employee green behaviours (EGB); spillover of pro-environmental behaviour (PEB)
pro-environmental behaviour (PEB)
of employees, measuring and tracking (University of Michigan) 430–33
conclusions and next steps 448
programmes promoting 433–48
recommendations for practitioners 448–50
proactivity 23
procedures 319
processes 319
profit motive, and care 175
programmes and policies, initiating 23
promotion 319–20, 466
proximity, and social norms 390–91, 394
psychology
environmental 86, 91, 239, 373, 455, 458–61
‘green psychological climate’ 135
organisational 233
social psychological models 72, 87, 238–9, 242
psychosocial interventions 74–5
public concern about environmental issues 42
‘purging’ strategy 466
qualitative methods approach, spillover research 475–6
quantitative methods approach, spillover research 473–5
Ramus, C.A. 371
Rashid, N.R.N. 468
Räthzel, N. 456, 468–9, 475
Real, K. 374–5
rebound effect 458
recruitment and selection 34, 41–2, 52, 54–5, 77, 143, 214
recycling 21, 213, 420–21, 477–8
CER and biospheric values model 119
values–identity–personal norms (VIP) model 113, 114, 115
referents 391, 394
reflective listening 275–6, 292, 294–5
regulatory pressure 51
relatedness 268, 272
repurposing 21
resistance to change 288, 289–90, 323
resource-based view (RBV) 235–6, 237
resources
adequate provision by organisations 178–80, 181
challenges 313
reducing use of 20–21
and symbolic environmentalism 250–51
reward management and compensation 48–9
incentive schemes 213, 217, 220–21, 354–5
Riemer, M. 370–71, 372
‘righting reflex’ 289–90, 305
Rimal, R.N. 374–5
Robertson, J.L. 131
Rogers, C.R. 292
sabbaticals 44
salience interventions 74
Santos, G. 420
Schein, E.H. 219–20
Schott, J.P. 73
Schwartz, S.H. 65, 67
Schwartz, T. 370
self-determination theory (SDT) 193, 194, 213, 267, 272
self-efficacy 132, 138, 470–71
self-perception theory 459
shared values 326–7
shopping bags charge 474, 476
Siero, F. 370, 372
signalling theory 40, 42, 52
signs 418
Simpson's paradox 132
single action bias 458
small and medium-sized enterprises (SMEs) 55, 151–2
smart meters see social norms and energy feedback study
social constructionism 374
social distance 390
Social Exchange Theory 99, 188, 191
social identity 241, 251, 374–5
social influence 373
social norms 90–91, 93–4, 99, 249, 250, 369, 374–5, 395–6
and environmental psychology literature 373
organisational and social norms studies 371–3
organisational energy studies 369–71
and spillover 478
social norms and energy feedback study
discussion 393–5
interviews 376, 377, 378–81
methods 376–81
recommendations for practitioners 396
results 381–93
surveys 377–8, 379, 380
see also energy feedback
social practices 422
social psychological models 72, 87, 238–9, 242
social status 240–41, 252
social structures 316, 318
sociological theories of green behaviour 72
Solomon, R.C. 175
spillover of pro-environmental behaviour (PEB) 455–7
contextual spillover 456, 457, 466–70, 475, 477, 478–9
easy and difficult behaviours 463–4
factors influencing 470–72
methodological approaches to researching 472–6
policy and managerial implications 476–9
positive and negative 457–8
psychological theories explaining 458–61
similarities between behaviours 462–3
theoretical frameworks 464–6, 469
types of spillover 456–7
in workplace 461–6, 470–72
spirituality and spiritual leadership 197–9
stable individual differences 70–72
stakeholders 51, 210, 235, 236, 237, 313
status 164, 240–41, 245, 247–9, 252
Steg, L. 373
Steinhorst, J. 470, 471, 474–5, 477
Stern, P.C. 67
strengthening ecosystems 21
structuration 314, 316–21
subordinates 131
supervisors 98–9
sustainability see culture of sustainability; environmental sustainability strategies within organisations
Sustainability Cultural Indicators Program (SCIP) 431, 435–48
Sustainability Tracking, Assessment & Rating System (STARS) 431
Sustainable Workplace Certification (SWC) programme 434–5, 441, 442–8
symbolic environmentalism 229–31
appropriateness 249–50
competitiveness 250
differentiation 251–2
and drivers of pro-environmental behaviour 243–4
examples of studies 244–5
integrated multi-level framework 244–55
and organisational pro-environmental behaviour 237–8, 243–4, 245, 246–50, 251–7, 258
practical implications, future research and conclusions 255–8
and pro-environmental behaviour of employees 240–41, 244–58
resources 250–51
and status 252
symbolic interactionism theory 257
symbolic similarities, and spillover 462–3
symbols 220
talent management 50–51
taxonomy of employee green
behaviours (EGB) see Green Five
taxonomy of employee green
behaviours (EGB)
temporal spillover 456–7
theory of normative conduct (TNC)
theory of planned behaviour (TPB)
model 67, 87, 89, 92, 239
Thøgersen, J. 462–3, 470, 473–4, 477, 478
Thomas, G.O. 474
three Rs (reduce, reuse, recycle)
20–21
time, variability in employee pro-
environmental behaviour over
see between- and within-person
variability in employee pro-
environmental behaviour (PEB)
time pressure at work 139, 140
tools and techniques, for raising pro-
environmental behaviour (PEB)
competencies 276–7
tourism, and contextual spillover
469–70
trade unions 362–3
training 22, 43–6, 214, 418
evaluation 45–6, 294–6
future research 52–3
of leaders 201
in motivational interviewing (MI)
293–304, 309
Planet Blue Ambassadors
Certification (PBAC)
programme 434
transactional leadership 187, 189
transformational leadership 187–9,
190, 192–5, 199, 201
transforming behaviours 19–20,
73
transition concepts 422
travel, and contextual spillover
469–70
Tronto, J.C. 170, 171, 172–3
Truelove, H.B. 464–5, 466, 477–8
ungreen behaviours 15, 216
Uniting Agewell case study 321–7,
336–40
universities 430–31
see also pro-environmental behaviour
(PEB) of employees, measuring
and tracking (University of
Michigan)
Uzzell, D. 456, 468–9, 475
value activation 116–17, 121
value-belief-norm (VBN) model 67,
87, 239
values 219–20, 356, 358
of leaders 196–7
organisational 471
shared 326–7
and spillover 470–71, 477
and spiritual leadership 197–9
values, and pro-environmental
behaviour (PEB) of employees
107–9
biospheric values 109–15, 116–22,
123–4
organisational context 115–24
types of values 108–9
values–identity–personal norms (VIP)
model 110–15, 472
Vancouver, J.B. 132
variability in employee pro-
environmental behaviour see
between- and within-person
variability in employee pro-
environmental behaviour
(PEB)
Vazquez Brust, D.A. 371–2
virtuous escalator effect 458
vision, organisational 418
Volkswagen 229, 243
voluntary pro-environmental behaviour
of employees (VPBE) 15, 27, 56,
83–4, 211, 242
characteristics and conceptual
foundations of 84–6
conclusions and outlook 99–100
effect of transactional and
transformational leadership
187
integrated modelling approach 87
recommendations for practitioners
95–9
theories and determinants of
87–95
waste management 152
waste prevention
  CER and biospheric values model 119, 120
  values–identity–personal norms (VIP) model 112, 114, 115
waste reduction 216–17
Wiernik, B.M. 73, 137
within-person variability see between- and within-person variability
in employee pro-environmental behaviour (PEB)
workplace green behaviours, Hong Kong see employee green behaviours (EGB), managerial and professional employees in Hong Kong (study)
workshops 269, 278, 279, 281, 322–3
Yukl, G. 187, 192