



# Structural and organizational factors influencing sustainability-related everyday practices in the workplace

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# Aim & Objectives

- **Aim**

- Comprehensive analysis of **the macro-factors influencing everyday practices and behaviors in the workplace**

- **Objectives**

- An analysis of **political, economic and social conditions** in which the organization operates and of demands and pressures of relevant stakeholder groups;
- An analysis of EU, national and regional sustainability **regulations** relevant for each organization;
- An analysis of the ways in which **the regulations and conditions are understood and implemented in the organization;**
- An analysis of **existing organizational norms and their potential to act as barriers or drivers to the implementation and success of policies designed to reduce greenhouse gas emissions.**

# Theoretical framing

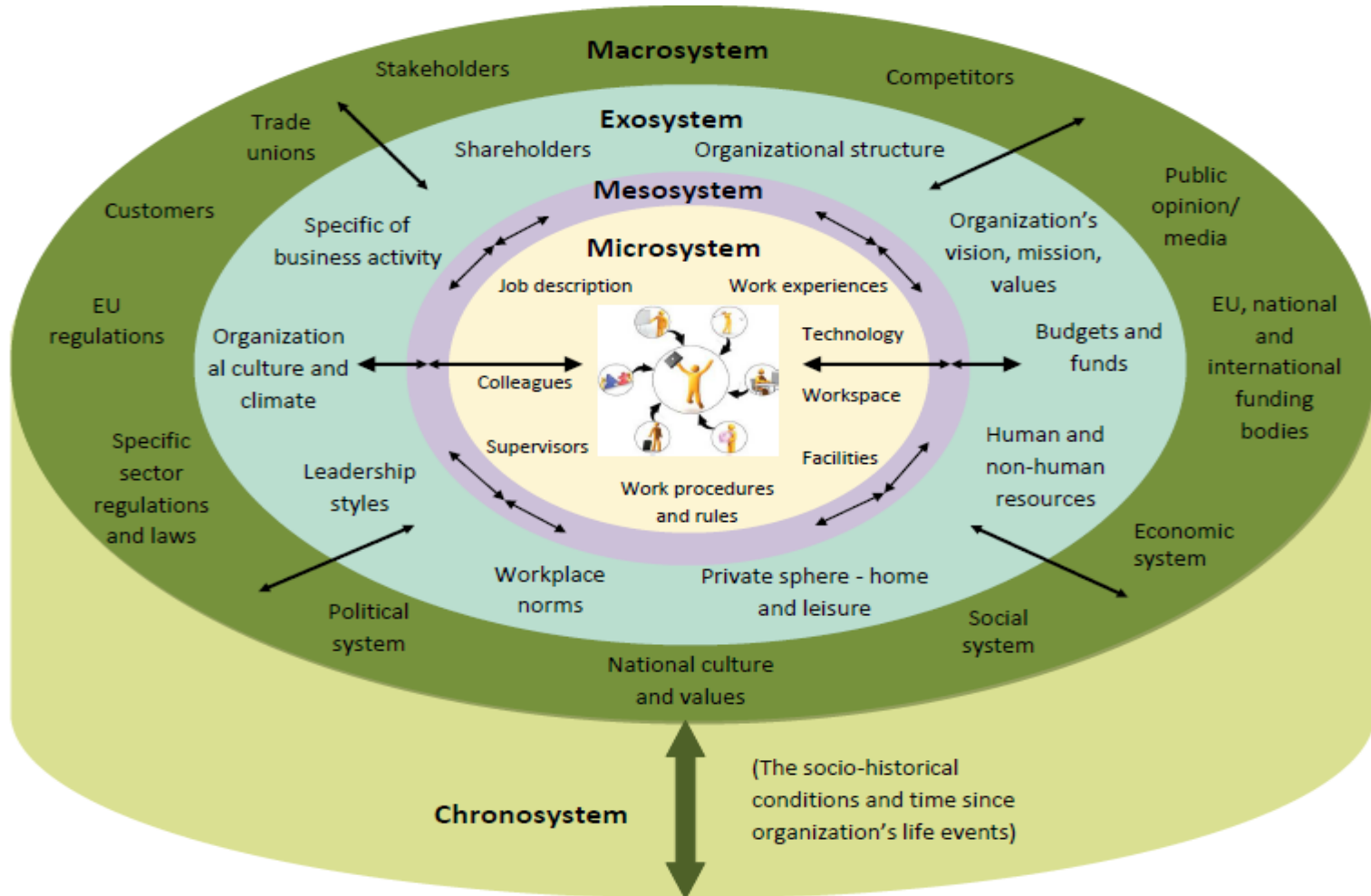


Figure 1. Application of Bronfenbrenner's Ecological Systems Theory to everyday practices and behaviours in the workplace

- Political-economic context**

- Different impact on the everyday practices of organizations of different type

PUBLIC ORGANIZATIONS	PRIVATE ORGANIZATIONS
Municipal authorities as shareholders	Private shareholders
Strong political influence	Weak political influence
Access to funding depending on political criteria	Access to funding depending on business performance
Weak market pressures	Strong market pressures

- Example of favorable balance is the case of a private operator of public water and waste-water services in Romania
  - Increased amount of funding attracted from different bodies
  - Large investments in environmental infrastructure and technology

- **Legislation and regulation**

- Legislation on greenhouse gas emissions and policies at the EU and national levels are major drivers of the actions on carbon emissions in all the case study organizations.
  - However, regulations for travel-related behavior or for the reduction of waste have been lacking, meaning that the organizations can decide for themselves on how sustainable they want to behave in these domains.
- The eligibility for accessing European funds exert a pressure upon the organizations to meet the standards imposed by the EU
    - This was found especially in the case of the two private service providers in the field of natural resources/energy

- **Factors that can influence sustainable activities initiatives at the workplace:**
  - the organization's specific domain of activity;
  - the obligation to meet the standards imposed by the EU;
  - the eligibility for accessing European funds;
  - national standard of living;
  - general level of awareness in the society in general and among the employees in particular, about environmental issues;
  - the need to possess an exemplary image in front of the general public **(REPUTATION!)**;
  - the organization offers its employees a number of sustainable behavior alternatives.

- **Organizational culture and climate**

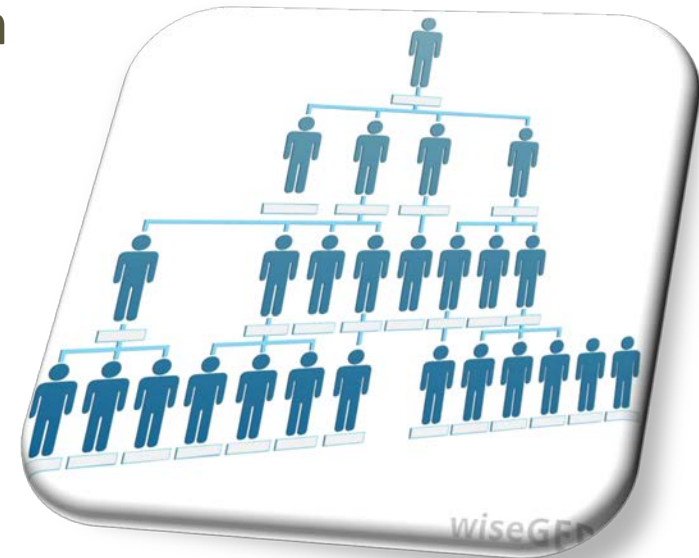
- Influenced by:

- Organization's vision, mission, values
- Organizational structure
- Workplace norms
- Human resource management
- Decision-making processes and strategic planning



## Organizational factors promoting sustainable practices:

- Hierarchical culture of the organization (but...)
- The environmental management system
- Technology
- Leadership
- Facilities



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- **Organizational priorities and vertical relationships within the organization**
  - Monitoring and feedback – different methods for different organizations
  - Change as a hierarchical, top down process
  - Attribution of responsibility
- **Horizontal relationships among workers**
  - Social norms
  - Horizontal communication
  - Social networks



- **Recommendations for the local and national governments** in structural and organizational factors having the most important influence on sustainable organizational practices:
  - 1) *Actively promote the business case for low carbon practices*
  - 2) *Providing a supportive policy landscape*
  - 3) *Encouraging participatory practices within organizations*

**Thank you!**



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