

Environmental CSR practices and workers' pro-environmental behavior at work: Are they interconnected and how?

In the last decades, organizations' environmental performance has been increasingly under scrutiny given the climate change crisis and the need to achieve a low-carbon economy. Employees' behaviors can contribute to more sustainable workplaces (Tian & Robertson, 2019), not only by implementing the environmental directives decided at upper levels but also by engaging in volunteer pro-environmental behaviors (PEBs). Research on PEBs at work is relatively recent, so this field still lacks studies on the role of organizational practices in workers' adoption of these behaviors and on psychosocial factors that help comprehend the relationship between variables (Yurev et al., 2018). This research examined how workers' perceptions of environmental corporate social responsibility (CSR) practices are related to their self-reported PEBs. Person-organization fit (Kristof, 1996) and organizational identification (Tajfel & Turner, 1985) were examined as potential sequential mediators of the abovementioned relationship. To test the proposed model, a quantitative, correlational study was conducted with a sample including 178 employees from different organizations. Respondents voluntarily answered to an online survey containing measures selected from the relevant literature. The results revealed a positive relationship between environmental CSR practices and PEBs at work, which are both directly connected and indirectly linked through the two proposed psychosocial mechanisms – person-organizational fit and organizational identification. Accordingly, the findings indicate that organizational level practices help to promote stronger perceived personal fit to the organization, which reinforces worker's identification with the organization, and, subsequently, this promotes higher degree of PEBs in the workplace. Implications for environmental performance management are discussed.

Keywords: pro-environmental behavior; environmental corporate social responsibility; person-organization fit; organizational identification; sequential mediation.

References

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