Diagnosis: Everyday practices of production and consumption in the organization

Sapienza University of Rome, Italy
CIRPA - Center for Inter-University Research on Environmental Psychology.

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- Aims of the diagnosis phase

- Case studies

- Method

- Main themes investigated

- Main results

- A final remark

Provide **frameworks, concepts, guidelines** for **understanding**:

- How **organizational policies and processes** are **barriers** to or **drivers** for **low carbon practices**, in view of a more sustainable workplace

- How employee's **individual factors** are **barriers** to or **drivers** for everyday low carbon practices/behaviours at **work**

- How **workplace** low carbon practices/behaviours are related to **home** low carbon practices (spill-over/cross-border effects)

2 PUBLIC ORGANIZATIONS

- **Municipality** of Groningen (The Netherlands)
- **University** of A Coruna (Spain)

2 PRIVATE SERVICE PROVIDERS OF NATURAL RESOURCES

- Aquatim (Romania): Timisoara regional **water service** provider, Timisoara
- ENEL Green Power (Italy): **Renewable energy** company of the multinational energy provider ENEL

2 HEAVY INDUSTRIES

- Shell (UK)
- Volvo (Sweden)

Case studies: 4 in detail

- **Municipality of Groningen (The Netherlands)**: Policy and administration
  - About 3,000 civil servants, 10 Departments
  - CO^2 neutral by 2035

- **University of A Coruna (Spain)**: Education and research
  - 1,800 staff, 25,000 students, two campuses
  - sustainability initiatives within the University targeted at reducing CO^2 emissions and transform worker and student practices

- **Aquatim (Romania)**: Timisoara regional water service provider
  - Over 900 employees, 5 district offices
  - 80% automatic treatment processes reduces energy consumption

- **ENEL Green Power (Italy)**: Renewable energy company in ENEL group
  - About 3,500 worldwide (2,000 in Italy)
 - Leader in energy alternative sources

- **Domains of low carbon practices**

  – Consumption of materials and **energy**

  – **Waste** generation and management

  – Organization-related travel **mobility**

- **Data sources within the work organization**
  - Organization's public **documents** (website, sustainability balance, code of ethic, etc.)
  - In-depth interviews with key informants
  - **Focus groups**
  - **Direct observation**
  - Survey
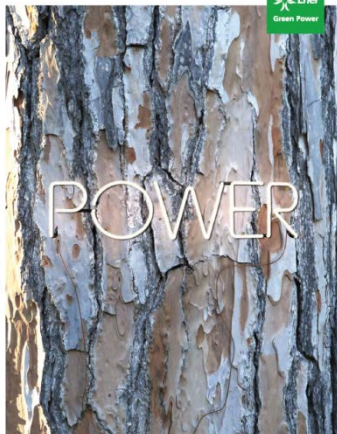
- **Data analysis: qualitative and quantitative**

  - Qualitative thematic content analysis

  - Computer Assisted Qualitative Data Analysis Software (CAQDAS)

- **Italian Themes**
    - Rules
    - Values
    - Attitudes
    - Good practices
    - Barriers at the individual level
    - Barriers at the organizational level
    - Drivers at the individual level
    - Drivers at the organizational level
    - Spillover / Cross-bordering

- **Dutch Themes**
    - Travel practices
    - Energy use
    - Waste handling
    - Purchase of office supplies

- **Spanish Themes**
    - Values
    - Attitudes
    - Best practices
    - Barriers
    - Responsibility assignment

- **Romanian Themes**
    - Rules
    - Values
    - Attitudes
    - Good practices
    - Bad practices
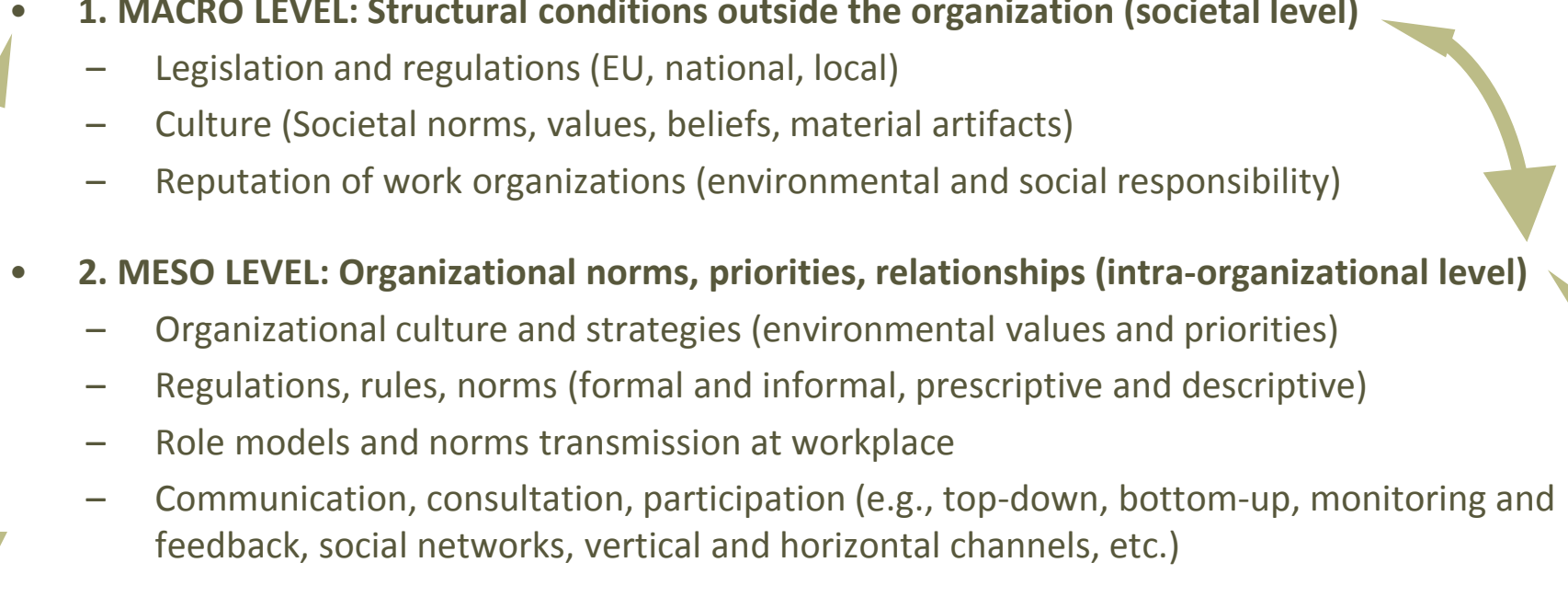   - Barriers
    - Drivers

Molecular level

- **GOOD PRACTICES** [Use of energy saving light bulbs]

- **RULES** [Use of un-recycled paper just for formal external communication]

- **ATTITUDES** [Young colleagues pay more attentions to pro-environmental themes]

- **VALUES** [Respect for local and national communities and social values]

Molar level

- **INDIVIDUAL BARRIERS** [**Attitudes_** Lack of information about the recycling die defeat individual efforts]

- **ORGANIZATIONAL BARRIERS** [**Values_** Inconsistency between organizational mission and everyday practice]

- **INDIVIDUAL DRIVERS** [**Good practice_** Exercising discretionary role to behave virtuously]

- **ORGANIZATIONAL DRIVERS** [**Rules_** Waste separation for spent ink cartridges]

- **SPILLOVER / CROSSBORDERS** [**Values_** Working in EGP strengthen individual pro-environmental behaviors]

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European Commission

SEVENTH FRAMEWORK PROGRAMME

- **1. MACRO LEVEL: Structural conditions outside the organization (societal level)**
  - Legislation and regulations (EU, national, local)
  - Culture (Societal norms, values, beliefs, material artifacts)
  - Reputation of work organizations (environmental and social responsibility)

- **2. MESO LEVEL: Organizational norms, priorities, relationships (intra-organizational level)**
  - Organizational culture and strategies (environmental values and priorities)
  - Regulations, rules, norms (formal and informal, prescriptive and descriptive)
  - Role models and norms transmission at workplace
  - Communication, consultation, participation (e.g., top-down, bottom-up, monitoring and feedback, social networks, vertical and horizontal channels, etc.)

- **3. MICRO LEVEL: Individual factors "transactionally-oriented" (social-psychological level)**
  - Personal Values, Beliefs, Attitudes
  - Personal Norms and perceived normative context
  - Self-identities and identification (environmental and organizational)
  - Collective- and Self-efficacy / Behavioural control and autonomy

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SOME EXAMPLES

- **PUBLIC ORGANIZATIONS**
  - The **Municipality Groningen** aims at being CO_2 neutral by 2025, using only energy from renewable sources (level 1+2). This is being also targeted by assigning 'energy labels' to buildings (according to energy reduction by renovations, equipment), and by energy use monitoring (level 2), but no guidelines to process or to act upon this data (level 3)
  - Employees of **University of A Coruna** perceive themselves and colleagues as giving importance to pro-environmental behaviours at work (level 3), while they perceive that less importance is given by the organization (level 2+3)
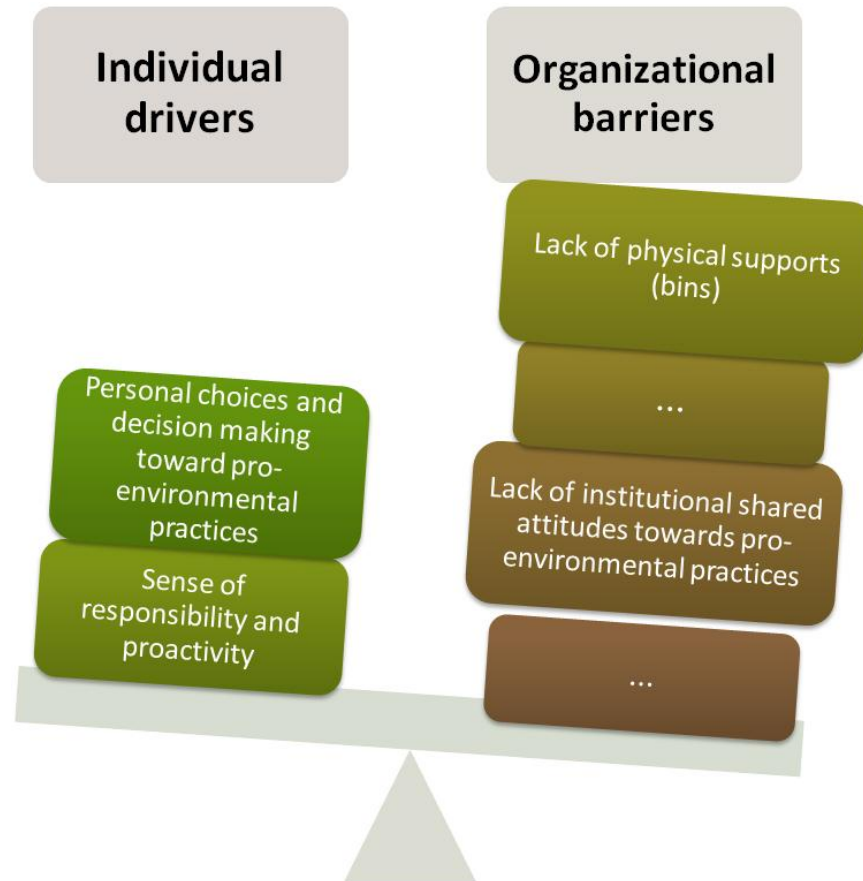
- **PRIVATE SERVICE PROVIDERS OF NATURAL RESOURCES**

  The specific **organizational culture and reputation** of these organizations (level 1+2) affects the individual willingness to engage in pro-environmental behaviours at work and at home (level 3):
  - In **Enel Green Power** workers report being more sensitized about environmental issues because of working in EGP
  - In **Aquatim** workers referred a high frequency of energy saving practices also at home

Organizational barriers often perceived as overcoming **individual drivers**

Thank you!