Role Of Norms in Enhancing Employee Green Behavior: Literature Review (Study of F&B Industries)

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ABSTRACT

This research explores the implementation of Employee Green Behavior (EGB) in Foods and Beverages (F&B) industries. The main objective is to measure the implementation of EGB and understand the role of norms in achieving the company's desires and the efforts made by the company to maintain its performance through sustainable employee behavior. The research focused to identify the types of EGB implemented and the factors that influence the level of EGB among employees. The data collection method used is descriptive quantitative through questionnaires. The dimensions measured include working sustainably, conservation, influencing others, taking initiative, avoiding harm, as well as support for task-related EGB and proactive EGB. The research results show that F&B company employees have demonstrated good behavior in optimizing resource use and choosing environmentally friendly equipment. These findings provide important insights into the implementation of EGB and the factors that influence it, as well as its contribution to firm desirability and performance.

Keywords: Employee Green Behavior, Foods and Beverages Company, Norms Conduct, Company Sustainability

INTRODUCTION

Nowadays, companies with environmental sustainability awareness give significant impact to company performance. Organizations today face a significant paradigm shift in "environmental sustainability," which has become a major concern in determining business sustainability performance in recent decades (Awan et al., 2023; Hameed et al., 2022). Employee Green Behavior (EGB) refers to employees' conscious and voluntary efforts to behave in an environmentally friendly manner (Tahir et al., 2020). The stronger employees' commitment to an environmentally friendly organization, the higher their motivation to acquire and apply environmentally focused knowledge and skills, which leads to the accumulation of environmentally friendly ideas (Min et al., 2023). EGB basically provides benefits to the company, because EGB is defined as 'measurable actions and behaviors carried out by employees that relate to and contribute to environmental sustainability' (Ones et al., 2012). Encouraging EGB is very relevant to achieving the long-term

attractiveness and success of an organization. Research shows that EGB has a positive relationship with organizational environmental performance (Chen et al., 2015) and environmental competitive advantage (Del Brío et al., 2007).

This is very important considering that one of the significant environmental impacts on Foods & Beverages (F&B) companies is Green House Gas Emissions (GHGE) related to human activities, such as food production and consumption (Wheeler et al., 2013). Other potential environmental impacts include energy consumption, waste, and carbon footprint, as this industry produce large amounts of waste and a high carbon footprint (Haddock-Millar et al., 2016). Dispersed food supplies are a result of poor infrastructure, ignorance about how to store and handle food properly, and bad weather conditions in low-income nations. Factors leading to food waste in nations with high levels of satisfaction include arbitrary dates and aesthetic preferences (UN, 2021). As a result, food waste not only leads to issues with waste management systems and food poverty, but it also adds to the pressing issues of global climate change, biodiversity loss, and pollution.

To truly implement EGB, employees' positive attitudes (implemented norms) toward the workplace and its value system are referred to as employees' positive emotional relationships toward their work. Engaged employees will go beyond the call of duty to carry out their roles well (Anitha, 2014). A significant definition of norms refers to collective agreements regarding behavior that is considered appropriate by a group or society (Thøgersen, 2006). By understanding the differences and complexity of the concept of norms, research can dig deeper into how these norms influence individual behavior and social dynamics in a more holistic manner.

Based on this research, how much influence do norms have on employees' green behavior?

RESEARCH METHOD

In quantitative research, numerical data is collected and analyzed using statistical or computational methods. The goal is to regularly study the phenomenon of interest. When studying occurrences that can be quantified numerically, quantitative research methods are used. Quantitative method initially aims to identify and measure the theory being applied, as well as considering how the theory can influence existing data (Pandey, et al., 2023). Data gained from this research are 132 responses, filled by F&B employees aged 18-55 years old had been analyzed descriptively.

RESULTS AND DISCUSSIONS
Employee Green Behavior (EGB)

Research on green behavior in the workplace (Paillé & Boiral, 2013; Ramus & Steger, 2000) has usually thought of it as something people do on their own will. Yet, as noted by organizational psychologists (Ones & Dilchert, 2012b), not all EGB is discretionary. Here, a five-category taxonomy of EGB based on work performance is provided by Ones and Dilchert (2012a): (1) working sustainably, (2) avoiding harm, (3) conserving, (4) influencing others, and (5) taking initiative. A behavior may be classified into more than one category since the categories are not mutually exclusive, even if this

taxonomy tacitly acknowledges the existence of both necessary and free conduct. Using a taxonomy of EGB, this study classified employee behaviors into two broad classes: those that are required and those that are voluntary.

A required EGB is defined as an eco-friendly action taken by an employee as part of their work responsibilities. Consistently following company policy, modifying work practices to incorporate more ethical options, and developing environmentally friendly goods and procedures are all part of this. Task performance, which is comparable to required EGB (Borman & Motowidlo, 1993), describes the actions that an employer expects from their workers and how those actions impact the company's essential operations.

Voluntary EGB is defined as environmentally conscious actions taken on an individual level that go above and beyond what is expected by the organization. This entails doing things like making environmental concerns a top priority, starting environmental programs and policies, advocating for change, and inspiring others to do the same. Concepts such as organizational citizenship behavior and contextual performance—which involve actions that support the social, psychological, and organizational setting in which a task is performed—are closely related to the idea of voluntary EGB (Borman & Motowidlo, 1993; Organ, 1997).

Factors Affecting EGB
Demographic Characteristics

Organizational choices about EGB training may be influenced by demographic characteristics (Klein et al., 2012). In particular, studied how EGB is associated with age, gender, education, and so on. For whatever reason, older workers are more likely to care about the well-being of future generations, as shown by another meta-analysis that examined this connection and only discovered a positive link between age and EGB (i.e., generativity) (Wiernik et al., 2016). When comparing men and women, it seems that the former are more inclined to participate in eco-friendly practices (Zelezny et al., 2000; Bord & O'Connor, 1997), which may be explained by their greater environmental consciousness.

Management Supports

When studying EGB, it is common to look at how workers feel about their jobs. The meta-analysis delves into the connections between EGB and CSR, green psychological climate, perceived organizational support, green human resource management (GHRM), and green psychological climate perceptions. Each of these views on the job is a possible setting where EGB may be used by workers (Johns, 2006). Green HRM is a work-related perspective that indicates EGB norms and values; when employees report higher levels of this perception, they are more likely to engage in EGB more often (Dumont et al., 2017). When evaluating EGB, it is necessary to take into account not just overall impressions of the workplace but also leadership perceptions (including opinions on green transformational leadership, views on environmental servant leadership, and views on supervisor support). The implementation of EGB is influenced by leadership when bosses

encourage their workers to consider bigger picture issues (such as environmental sustainability) in the context of achieving larger objectives (Van Velsor & Quinn, 2012).

Job Attitudes

Staff members who feel a strong sense of belonging to the organization's sustainability efforts are more likely to go above and beyond the call of duty to achieve these overarching objectives, according to theories and studies on responsibility and commitment (e.g., Collier & Esteban, 2007). According to Harter et al. (2002) and Mesmer-Magnus et al. (2012), there is a positive correlation between socially responsible business results and job satisfaction and other attitudes towards work. consequently, it was anticipated that EGB would be favorably associated with all three work attitudes in the meta-analysis.

Theory and EGB Dimensions Connection
Theory of Normative Conduct (TNC)

TNC stands for the degree to which a conduct is seen as socially acceptable. To illustrate the point, Cialdini, Reno, and Kallgren (1990) put forward the idea that norms direct behavior by highlighting the social repercussions of engaging (or abstaining from) certain behaviors. Private sector eco-friendliness has been the primary emphasis of theory-based sustainability research (e.g., Cialdini et al., 1990). Recent work by Norton et al. (2014) provides an exception; they used EGB as an explanation by looking at how employees perceive organizational standards.

Working Sustainably

Working sustainably refers to a set of practices adopted by employees to minimize the environmental impact of their daily work activities. It involves efficient use of resources, waste reduction, and adoption of green technologies. For example, employees can use energy-efficient devices such as LED lights and energy-efficient printers to reduce electricity consumption. Additionally, they can leverage digital technologies to reduce paper usage, such as sending documents electronically instead of printing them.

According to the Theory of Normative Conduct (TNC), social norms is one of an important thing in shaping individual behavior. Employees who have a high awareness of optimizing the use of raw materials may be driven by social norms in the workplace that expect environmentally friendly behavior. This is in line with research that found that strong social norms can encourage employees to behave more environmentally friendly (Mo et al., 2022).

It is aligned with the research conducted by Mo et al. (2022) which showed that environmental awareness among employees contributes significantly to reducing negative environmental impacts in the workplace. In addition, Bouarar (2021) found that initiatives to optimize the use of raw materials are often influenced by company policies that support sustainable behavior. In F&B industry, sustainability and environmental responsibility are becoming increasingly important because it is not only meets social expectations but also

often brings business benefits and company performance such as improved reputation, customer loyalty, and operational efficiency (Porter & Kramer, 2006).

Avoiding Harm

Avoiding harm refers to employees' efforts to avoid actions that could harm the environment, such as reducing carbon emissions, avoiding the use of harmful chemicals, and ensuring that hazardous waste is properly managed. These efforts involve implementing practices that reduce negative impacts on the environment, such as using environmentally friendly transportation, proper waste management, and using environmentally safe materials. This concept emphasizes environmental management which aims to reduce emissions in the workplace or to identify solutions to company environmental problems, in accordance with research by Cantor et al. (2012). The importance of efforts to reduce negative behavior towards the environment and mitigate environmental damage is closely related to current global issues, including climate change, biodiversity loss and environmental pollution.

Additionally, company policies that support and encourage harm avoidance behavior are essential to creating a sustainable work environment. These include policies that limit the use of harmful chemicals, regulate the management of waste, and encourage the use of environmentally friendly materials.

Conserving

Conserving involves employees' efforts to conserve natural resources, such as water and energy, in their work activities. This can include simple actions such as turning off lights and electronics when not in use, using water wisely, and utilizing energy-efficient technologies. In addition to individual actions, conservation can also be supported through company policies that encourage efficient resource use. These policies can include incentives for energy savings, regular energy audits, and investments in green technologies. Conserving also has a positive impact on work culture and employee engagement. When employees see that their company is committed to conserving resources, they are more likely to feel engaged and motivated to contribute to the effort.

Lamm et al. (2013) and Scherbaum et al. (2008) highlighted the importance of conservation behavior in the context of environmental sustainability and resource efficiency, showing that conservative employee behavior can have a significant impact in efforts to maintain and protect the environment. Through reducing excessive consumption and frugal use of resources, organizations can contribute positively to global efforts to maintain ecological balance and extend the future of the planet for future generations.

Influencing Others

Influencing others refers to employees' efforts to encourage colleagues and other stakeholders to adopt green behaviors. This involves promoting good environmental practices, sharing information and knowledge about sustainability, and setting an example of green behavior in the workplace. Employees who act as environmental change agents can help create a more sustainable work culture. They can facilitate dialogue on

environmental issues, encourage discussion about green policies, and motivate coworkers to participate in the company's environmental programs.

In the F&B environment, rewards and recognition from co-workers can play an important role in encouraging environmentally friendly behavior. This recognition can create a company culture that supports and rewards green initiatives. This theory states that recognition from co-workers can increase motivation to behave in an environmentally friendly manner. This is especially relevant in F&B, where teamwork and a strong corporate culture are highly influential as well as their behavior could give an impact to company performance.

This analysis aligned with previous research conducted. According to Rubel et al. (2021), it found that recognition from co-workers can increase employee motivation to behave in an environmentally friendly manner. In F&B, rewards for green practices can strengthen social norms that support sustainability. Shishan et al. (2021) showed that a company culture that values green behavior can increase participation in environmental programs. This is important in F&B to encourage employee participation in green initiatives.

Taking Initiative

Taking initiative involves proactive action by employees to initiate and implement green projects in the workplace. These can include new ideas to reduce the company's environmental impact, such as an office greening program, implementing new green policies, or the development of more environmentally friendly products and services. F&B employees showed active involvement in helping implement new environmentally friendly policies. This suggests that the company may have effective policies and communication channels to support employee participation.

According to TNC, social norms that support participation in environmental initiatives can increase employee involvement in implementing new policies. In F&B, this could mean participating in developing more environmentally friendly menus or reducing food waste. Regarding this, it is aligned with previous research conducted. Alshebami (2021) found that employee participation in environmental initiatives is influenced by supportive leadership and company policies. In F&B, management support is critical to the success of green initiatives. Moreover, Han and Cheng (2020) showed that employees are more likely to engage in environmental initiatives when their contributions are valued and supported by management.

Task-related EGB

Task-Related EGB refers to the implementation of environmental practices in the execution of daily work tasks. Task-related EGB can be supported through company policies and training programs that promote sustainable practices. These training programs can include sessions on how to reduce waste, conserve energy, and use recycled materials, all of which can help employees implement green practices in their daily work. By providing the necessary education and resources, companies can help their employees adopt better green behaviors.

In addition to environmental benefits and operational efficiency, task-related green behavior can also increase employee engagement and loyalty. This suggests that task-related green behaviors are not only beneficial to the environment but can also improve employee well-being and create a more positive work culture. Thus, supporting task-related green behaviors is an important strategy for a company's long-term sustainability and success.

Based on TNC, green behavior is influenced by social norms that apply in the work environment. This is in line with Mo et al (2022) study, where descriptive norms from superiors played a major role in encouraging green behavior among employees. The use of laptops and video conferencing for meetings is supported by prescriptive norms that encourage energy efficiency and reduced carbon footprint. Bouarar (2021) emphasized that employees' intentions to adopt green practices can be influenced by norms that apply in the workplace. Turning off monitors when not in use and using waste paper for notes are examples of prescriptive norms that can be reinforced through company policies and support from superiors. Jaich et al. (2023) showed that social norms in the workplace can have a major impact on employees' green behavior at home.

Proactive EGB

Proactive EGB includes employees' efforts to actively seek ways to improve environmental sustainability outside of their assigned job duties. This could be in the form of coming up with new ideas for green projects, participating in environmental initiatives, or advocating for better green policies in the workplace. Proactive EGB can be encouraged through management support and a company culture that supports innovation and sustainability. In addition to environmental and innovation benefits, proactive green behavior can also improve a company's reputation and relationships with stakeholders.

According to TNC, descriptive norms refer to behaviors that are performed by the majority in a social group. In F&B companies, the implementation of green behaviors driven by descriptive and prescriptive norms can have a positive impact on the work environment and corporate sustainability. For example, using reusable water bottles not only reduces plastic waste but also creates a more environmentally responsible work culture. In addition, participation in Earth Day activities and environmental leadership programs can increase employee awareness and commitment to sustainability. Research by Ziying Mo et al. (2022) showed that the congruence between supervisors' prescriptive norms and employees' perceived descriptive norms can enhance green behaviors. In F&B companies, supervisors who actively promote green behaviors and set good examples can strengthen descriptive norms among employees. A study by Bouarar (2021) also supports this finding, where the intention to implement green practices is strongly influenced by the perception of ease and enjoyment in carrying out the behavior.

CONCLUSIONS

Based on the analysis that has been conducted, it was found that factors such as norms toward green behavior significantly influence the frequency and types of green behaviors carried out by employees. Other than that, management support, individual and

job attitudes toward green behavior are suggested as outside factors to enhance company sustainability. Employees who work in an environment with strong management support for green initiatives and positive social norms tend to engage in green actions more often. Positive individual attitudes toward sustainability also being an important role in encouraging green behavior. In addition, this research shows that EGB has a positive impact on company performance, both in terms of operational efficiency and company image.

In addition, it is important for companies to provide adequate support for employees in implementing more environmentally friendly actions, both in the context of daily tasks and broader proactive initiatives. Increasing awareness and action regarding waste reduction, efficient use of resources, and encouraging discussion and collaboration on environmental issues among employees can help companies achieve higher sustainability goals.

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