

Reconciling Green at Work:
A Classic Grounded Theory Study

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Abstract

Given the environmental crisis that pervades the current global agenda, business and civic leaders are expected to demonstrate heuristic and tangible actions in order to be seen to implement a positive impact upon the world's eco-environment (Asgary *et al.*, 2019). Extant literature in the area of sustainability in business recognises the importance of convincing internal stakeholders of both the efficacy and the significance of a firm's green strategies (Renwick *et al.*, 2013). Whilst scholars have attempted to seek both novel and effective ways to promote green engagement amongst the internal workforce (Gond *et al.*, 2017), their studies have mainly focused upon the managerial perspectives and neglected the attitudes of other internal stakeholders. Moreover, most of these studies explored firms' green strategies through the lens of general management theories. A theory to facilitate the understanding of organisational behaviour, in the 'green' context has not yet been developed. This doctoral study, therefore, aims to bridge the gap in the literature by generating a new theory for this field. The classic grounded theory research method, employing qualitative data, was applied and through constant comparison, theoretical sampling and memoing, a substantive theory in 'organisational green behaviour', entitled "*Reconciling Green at Work*" gradually emerged. The substantive area of this study covered UK-based, profit organisations, and thirty-one participants from various UK-based organisations were interviewed. The theory proposes that internal stakeholders seek to reconcile green tasks/goals with other work priorities in order to resolve their main concern, which is compliance with green strategies within the workplace. Four types of internal stakeholders emerged: *The Pro-Greens, the Willing-Greens, the Hidden-Greens, and the Anti-Greens*, based upon their observable green behaviours in response to a firm's green strategies. The theory recommends that managers should pay attention to the *explicitness, readiness, and accessibility* of green strategies because these three dimensions not only directly impact the psychological and behavioural processes of internal stakeholders but also influence the prevailing *green ambience* within a firm. Finally, the theory suggests future research into organisational green behaviour focuses more on the psychological aspects of individuals within a firm.

KEYWORDS: sustainability in business; greening an organisation; green strategies behaviour; green psychology; internal stakeholders; employee green behaviour; classic grounded theory

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In loving memory of my beloved Grandmother & Grandfather,

Malee & Prung Kongsawang,

This thesis is dedicated.

Chapter 1

Introduction

This chapter outlines the overall structure of the thesis. Section 1.1 begins with an introduction of the research topic, articulating its core terms. Section 1.2 identifies the key problems that are addressed by this doctoral research whilst Section 1.3 summarises the research aims, objectives and initial research questions. The selected methodological tool is introduced in Section 1.4, and Section 1.5 outlines the key ideas of each chapter of the thesis.

1.1 Introduction to the research

Tradition companies' strategies, either at the corporate, business-unit or functional levels, have primarily focused on maximising their profits (Edwards, 2020). However, the emergence of social and environmental concerns of people in the 1960s has rooted in the first era of green strategies in businesses (Peattie, 2001). Since then, some multinational companies have started to report themselves as environmentally friendly by implementing a so-called 'green strategy', where businesses attempt to position themselves accordingly to consider the welfare of the planet's ecosystem, whilst also operating their main business (Peattie, 2001). For instance, The Body Shop, Ben and Jerry's and 3M, have been the green icons in business because they first implemented their green strategies and were able to differentiate themselves as truly green organisations (Peattie, 2001).

To date, the 'green' or the world's environment-related concept has continued to evolve especially after 'green ideals' were extensively discussed in the UN's Brundtland Report (Brundtland, 1987) with regards to 'our common future'. The correlation between the rapid growth of the world's economy and the significant degradation of the ecological environment was observed and issues relating to the mitigation of the effects were included in the aims of

this report. More recently, the annual UN climate change conference, which has recently manifested as the COP26 summit in Glasgow, UK¹, has repeatedly urged the world's citizens to trust the scientists in their revelations that our world's climate is in crisis, and that we all have to play our part in order to fight against this global climate problem. The world's citizens, consequently, become more aware of the potential threats of climate change to the entire ecosystem.

In the same vein, many business corporations correspondingly recognise that a competent 'green strategy' is not an abstract idea but is becoming a crucial strategy for their long-term survival (Asgary *et al.*, 2019). Numerous worldwide business organisations, therefore, have put more effort into implementing green strategies (Asgary *et al.*, 2019). However, there remain business organisations that have not been successful in maintaining their proactive green strategies (Hartmann *et al.*, 2021; Howard-Grenville, 2003). According to de Jong *et al.* (2020) even multinational companies such as, Volkswagen, Mercedes-Benz, Nestle, Quorn Foods or Windex household cleaning, have been accused of failing to prove their 'green claims', whilst Aggarwal and Kadyan (2014) demonstrated that global firms in the automobile, electronic, food & beverage, and personal care sectors, have all more or less misled the stakeholders about their proactive green strategies: for example, more than 60% of companies sampled in automobile and personal care sectors misled their stakeholders. Lu (2021) further reports that only 49 out of 100 'green companies' in Europe employ proactive green strategies. This suggests that many green companies simply pick the 'low hanging fruit', adopting green strategies, such as green promotion or green cost-saving, without taking any real protective action. Consequently, the number of sceptical stakeholders is increasing (Jahdi & Acikdilli,

¹ The first COP submit was held in 1995. The most recent COP summit (COP26) was originally scheduled to take place in November 2020, however, it was delayed by a year because of the coronavirus pandemic (United Nations Climate Change, 2022).

2009), especially the number of *internal stakeholders* doubting their own organisation's green actions (Jahdi & Acikdilli, 2009).

Internal stakeholders or more specifically in the case of this doctoral research, a company's workforce. Many organisations struggle to promote a 'buy-in' of green strategies amongst their wide scope of internal stakeholders. This is in part a consequence of a lack of understanding of the integral components of an organisation's green mechanism (Norton *et al.*, 2015), and furthermore, the company's green strategy itself is perceived simply as 'greenwashing' by their internal stakeholders, who believe that many of the organisation's claims are over-exaggerated. As a result, there tends to be a lack of support and participation by, and involvement from internal stakeholders. These organisations experience difficulties in achieving their strategic green goals, as well as possibly losing the opportunity to complete their transformation into potentially greener firms (Renwick *et al.*, 2013; Davis & Coan, 2015; Albertini, 2018).

In terms of scholarly research, many studies into corporate's green strategies have agreed that internal stakeholders are recognised as a latent source of green pressure (Murillo-Luna *et al.*, 2008; Aragón-Correa and Rubio-Lopez, 2007; Buysse and Verbeke, 2003). However, further in-depth explanation about the role of internal stakeholders with regards green strategies has still been underdeveloped. This could be because of pressure from external stakeholders, such as governments, NGOs, consumers or media has dominated attention among academic researchers and managers in business when compared to pressure from their own internal workforces (see Sprengle and Busch, 2010). Moreover, only the more proactive green companies have included the notion of internal stakeholders in their green strategy formulation processes (Henriques and Sadorsky, 1999). Thus, strategic green management literature have largely overlooked the role of internal stakeholders in shaping a firms' green strategies. In contrast, human resource management (HRM) researchers have devoted their resources to

studies about environmental management and employee involvement in the green schemes of companies (Renwick *et al.*, 2013). This is partly because, according to the view of HRM researchers, employee participation is the key to the successful implementation of green strategies. In addition, green HRM literature has asserted several ideas of internal stakeholders that could influence upon a firms' green efforts. For instance, suggestions for green improvement, willingness to share information, or more efficient work-based resource usage. All of these internal stakeholders' green behaviours could move companies to become even more 'environmentally friendly' (Renwick *et al.*, 2013). Unsurprisingly, much research into HRM consistently explores ways to promote internal stakeholders' acceptance of firms' green schemes by way of their 'green' schemes.

Against the backdrop of research into 'strategic green management' and 'green HRM', hence, there is a wide research gap located between these two subject areas. While the strategic green management area pays scant attention to the role of internal stakeholders, green HRM has posited that internal workforces are important for leading a company towards achieving its green goals. As a result of these two distinct perspectives, existing literature related to responses of internal stakeholders to a firm's green strategies have provided fragmented and insufficient knowledge, causing frustration and anxiety among partitioners (Renwick *et al.*, 2013). This study, therefore, originally attempted to bridge the gap between strategic green management and green HRM literature by generating a new theory in 'organisational green behaviour' which is based upon data gathered from the substantive area of study. The focus is on the perspective of *internal stakeholders* as a firm's 'citizens', including senior executives, managers, employees, contracted workers, professionals, and outsourced partners, specifically ***excluding*** external stakeholders, such as scientists, the media, lobbyists or customers. Thirty-one internal stakeholders who worked in or with UK-based for-profit organisations are the research population and the main source of data analysed in the process of theory generation.

The classic strand of grounded theory method, firstly introduced by Glaser and Strauss (1967) and further developed by Glaser over the intervening decades, was utilised to explore the interaction between a firm's green strategies and internal stakeholders. *Open-ended in-depth interviewing* was mainly applied to this study because it is appropriate in the context of this research helping internal stakeholders uncover and relay their perceptions and responses. Ritchie *et al.* (2014) support that interviewing approach is suitable to be used in research relating to the elusive and intangible nature of participants' feelings and thoughts. Having structured in such a way as to have a sharper and deeper focus on the views of a wide-range firms' internal stakeholder group who are required to or want to implement green strategies ("green implementors"), warrants the overall value of this thesis in this particular field of knowledge.

The "Reconciling green at work" theory, which is the substantive theory generated as a result of this doctoral study, can be a foundation for future research contributing to the sustainable development of business organisations. Moreover, the theory can be immediately applied to its substantive area, which is the UK-based for-profit organisations that implement green strategies. It also can be applied with fit and relevance to similar areas of green implementors' main concern within for-profit organisations implementing green strategies in other countries. This thesis can help academic researchers in the area of 'green strategy' to be able to develop a better understanding about responses of internal stakeholders to firms' green strategies by not only simplifying the complexity of 'organisational green behaviour' but also be able to show the whole mechanism of this 'green' phenomenon. Business managers and practitioners, moreover, should also acquire a guideline in determining any essential intervention approach to resolve conflicts or challenges that might occur during the process of implementation of the firm's green strategies. Lastly, regulators in green-related issues should

be enabled to better assess the effectiveness of a company's green initiatives and to potentially develop a green badge accreditation system.

The following section presents an outline of the background of this research area, a statement of the main purpose, research objectives, research questions and an introduction to the research methodology.

1.2 Research Background

The concept of organisational behaviour in the green arena has fundamental problems. An abundance of extant studies have examined the responses of internal workforces to a firm's green strategies through the lenses of general management theories and psychological-based theories (Renwick *et al.*, 2013; Norton *et al.* 2015; Gond *et al.*, 2017). The natural resource based-view theory (Hart, 1995), institutional theory (Berger and Luckmann, 1967), stakeholder theory (Freeman, 1984) and the theory of planned behaviour (Ajzen, 1991), have been widely used to investigate the signifier 'green' within organisations, however, there is no coherent, cohesive and all-encompassing theory covering this area. Consequently, whilst concepts in green-related issues are developed, the knowledge provided in this research area is still fragmented and insufficient. The literature has not connected the current green-related concepts available, therefore, it is unable to explain the dynamic mechanism of organisational 'green' behaviour (Norton *et al.*, 2015 and Gond *et al.*, 2017). Moreover, there is a lack of focus in the literature to understand the perspectives of 'green implementors' who implement green strategies, instead, this literature mainly emphasises those who make decisions with regards to a company's green strategies.

This research brings into focus the question of how companies may be able to implement 'green strategies' effectively, despite the current dearth of insight into conceptual

organisational green behaviour frameworks. From a scholarly perspective, it also could be argued that the concept of ‘organisational green behaviour’ (as currently elaborated), has not to date been subject to rigorous empirical analysis.

1.3 Purpose of the study

1.3.1 Research’s aims

Given the lack of a coherent explanation as to how green strategies are implemented within a firm, this doctoral thesis seeks to bridge the current gaps between the strategic green management and green human resource management literature, by exploring the interaction (or lack of interaction) between a firm’s green strategies and its internal stakeholders. This doctoral thesis proposes a new theory to address the deficiencies of current conceptualisations of ‘organisational green behaviour,’ which can be seen to be fragmented, lack coherence and, hence, under-developed.

As a result of this doctoral study, readers can develop a fuller understanding of *how, what, when and why* internal stakeholders respond to their firm’s green strategies. The factors that a) influence stakeholders’ responses to corporate green strategies, b) impact the level of interaction and the linkage between a firm’s green strategies and its internal stakeholders will also be clearly elaborated. The original contribution of this doctoral research is to formulate a substantive theory that can be immediately applied to guide green implementation within UK-based for-profit organisations. The theory, as a result of this doctoral study, should also be applied with fit and relevance to similar areas of concern as the ‘green implementors’ within the substantive area of this study. Furthermore, the theory should be further modified to be used in unsimilar structural conditions through a continual comparative analysis, for instance, in countries that have lower or higher intensities of green regulations, stakeholder pressure, or

business competition. Lastly, the theory should be a foundation for future studies in this research area.

1.3.2 Research objectives and research questions

The following section lists the research objectives that have helped formulate the initial research questions of this grounded theory study, which are:

- 1) To identify the main concerns of internal stakeholders working for UK-based for-profit organisations that employ green strategies.
- 2) To conduct a deeper analysis of these main concerns.
- 3) To develop a substantive theory that explains how the main concerns of internal stakeholders are processed or resolved.

Mirroring the research objectives posited above, this research, which applies the *classic grounded theory research method*, starts with three initial research questions:

- 1) What is the main concern of internal stakeholders (employees, contracted workers and ancillary staff) who are working for a firm that employs green strategies?
- 2) How is this main concern processed or resolved?
- 3) Which factors vary the way in which this main concern is processed or resolved?

Glaser (1998) explains that a grounded theorist must avoid using preconceived ideas to dictate the direction of a research project. One way of accomplishing this goal is to not include any assumptions about the phenomenon of interest in the initial research questions. For this

reason, no assumptions about the possible responses of internal stakeholders to their firm's green strategies were framed.

1.4 Overview of the study methodology

Based on evidence gathered from a non-committal literature review that was conducted before choosing an appropriate methodological approach for this study, the subject of 'green strategies' has been investigated from a variety of scholarly viewpoints, such as organisational management theories, organisational psychological theories, and stakeholder theory (Renwick *et al.*, 2013; Cronin *et al.*, 2011; Aragon-Correa, 2007). However, research into the relationship between internal stakeholders' responses and a firm's explicit green strategy has not previously been published. In addition, scholars tend to overlook the importance of establishing a new theory as a foundation for this particular research area. As a consequence, research ideas in this field are disparate and lack coherence, leading to the knowledge provided in literature being fragmented and insufficient.

As the author and researcher of this doctoral study, I, therefore, considered grounded theory to be the most appropriate research method to generate a new theory based upon data gathered from the emergent nature of organisational 'green' behaviour phenomenon. According to Glaser and Strauss (1967), the grounded theory method has been developed to explore social phenomena in different areas, and it facilitates the generation of a new theory based upon data under the study. Grounded theory method, in addition, focuses on behaviours and what varies these behaviours, therefore, it is suitable in the context of this study aiming to explore responses of internal stakeholders to green strategies of organisations.

This doctoral study is structured in such a way as to prioritise a sharper focus upon the exploration of the main concern of internal stakeholders, who "receive" green strategies, at all levels of an organisation. The perception and responses of decision-makers to green strategies

are also taken into account in so far as they further understanding into the problem-solving process of all internal stakeholders who implement the green strategies of a firm.

In terms of the family of grounded theory methods, there are at least three recognised versions: 1) Glaserian grounded theory or classic grounded theory; 2) Straussian grounded theory or systematic grounded theory; and 3) Charmaz' grounded theory or constructivist grounded theory (Birks and Mills, 2015). In the instance of this doctoral study, 'Glaserian' or 'classic grounded theory' was used and the techniques of open, selective and theoretical coding, constant comparative analysis, theoretical sampling, memo writing, and conceptual integration were applied in this doctoral study.

As discussed in Chapter 3, upon reflection on how I see the world in relation to the reality in this social world and how one can know this reality ever since the beginning of this doctoral project, I found my worldview consistent with the post-positivist paradigm. I hold the belief that 'reality' in this social world exists, however, getting to know 'reality' cannot be absolute. We (as researchers) can only get close to it through a selection of inquiry techniques. Hence, I am convinced with the notion of unveiling patterns of behaviours in an unexplored area, and also that of letting the concepts emerge without forcing pre-existing knowledge of a researcher in shaping an explanatory theory. Furthermore, I believe that the more patterns discovered, the closer we are in getting to know 'reality'. For these reasons, I chose to follow the procedures guided by classic grounded theory instead of other modes of grounded theory methodology.

I have to emphasise that although my ontological stance led me to choose the classic version of grounded theory to be utilised in this doctoral research, I will not label the classic grounded theory as a positivist or an objectivist. Glaser and Strauss (1967) and Glaser, in his following books, have never mentioned the ontological stance. Glaser, furthermore, defends that grounded theory is a paradigm-free method because he believes that formulating a theory should be genuinely derived from the participants' main concern. According to Glaser's

perspective, ontological beliefs should not affect the process of generating a new theory. However, some positivist jargon may be used in this thesis, which is consistent with Glaser’s original grounded theory terms, e.g. variables, moderators, or mediators. Simmons (2022) explains that Glaser borrowed those terms to explain the process of theory formulation from Lazarsfeld, who was the innovator utilising statistical terms in the sociological area.

Glaser stresses that a researcher focuses on the procedure of shaping a new theory rather than the ongoing debates or rhetoric wrestled that would distract from producing a good theory (Glaser, 1998). This thesis, therefore, focuses on techniques and procedures that facilitate concepts gradually emerging from data as opposed to being forced. In addition, the thesis informs how the classic grounded theory method gradually moved a researcher from the stage of not knowing through the stage of tolerating confusion and finally to the stage of achieving clarity by way of successfully building up a well-integrated theory based on data from the substantive area.

Table 1.1 further introduce the key processes of the classic grounded approach, which will be thoroughly elaborated in Chapter 3 of this thesis.

Table 1.1 Key processes of classic grounded theory utilised in this doctoral thesis.

Classic grounded theory process	Explanation
Data collection and open coding	This process is to begin collecting data and analysis. Its goal is to “discover the core variable as it resolves the main concern” (Glaser, 1998, p.115). “All is data” (Glaser, 1998, p.8) means that a grounded theorist will be open to everything that is emergent in the field. The output of this process is in the form of substantive codes, which are latent patterns and have not yet been highly abstract (Glaser, 2005).
Memoing	“Memos capture and keep track of the emerging theory” (Glaser, 1998, p.177). It is critical that a grounded theorist writes memos to keep track of her ideas evolving throughout the study. Memos are the cornerstone of developing abstract concepts that later could

Classic grounded theory process	Explanation
	become essential parts of the construction of a theory (Birks and Mills, 2011).
Theoretical sampling and selective coding	Theoretical sampling is the process of further data collection whereby the emergent concepts direct a grounded theorist where to go next, whom to ask, for what, and by which technique (Glaser and Strauss, 1967). Selective coding is a data analysis process whereby an analyst ignores data that are not relevant to the core category and selectively codes for its related concepts and categories.
Sorting memos	“Sorting a rich volume of memos into an integrated theory is the culmination of months of conceptual build up” (Glaser, 1998, p.187). Sorting is an analysing process whereby an analysis arranges piles of memos into groups according to their related ideas. Theoretical codes, which are a higher level of abstraction, will emerge in this process.
Theoretical coding	“Theoretical coding conceptualizes how the substantive codes are interrelated by generating hypotheses that are then integrated into a theory” (Fernandez 2003, cited in Glaser, 2005, p.7). In other words, theoretical coding is the model of relating concepts together. The process brings light into data which leads to a theory.
Literature review and nesting the theory	A classic grounded theorist reviews the literature after he/she has a good idea about his/her theory and the core problems within the theory. In doing so, “reading in one’s area comes faster, since he can look through the literature quickly for what relates to the emerging theory he has generated” (Glaser, 1978, p.32). The approach treats the relevant literature as another source of data. A grounded theorist aims to integrate these related literature with the generated theory in order to show the research contribution.

Source: Author

It should be made clear that although this study applied a classic grounded theory approach, a non-committal literature review in the area of a firm’s green strategies was undertaken before starting the open data collection phase. This method seems to contradict the suggestion of Glaser, who is one of the originators of the grounded theory research method, who recommends that one should “avoid the pre-study literature review, if possible” (Glaser, 1998, p. 67). However, we should understand the rationale underlining this strategy. Firstly,

Glaser does not encourage researchers to review literature before entering the field because a researcher can possibly waste both time and energy on reviewing potentially irrelevant literature beforehand when what really matters for the research participants has not yet been identified (Glaser, 1998). Furthermore, he stresses that a literature review prior to entering into fieldwork may cause novice researchers to form and be distracted by preconceptions, which may compromise the process of generating new categories from data (Glaser, 1998).

This doctoral study acknowledged the reasoning behind protecting the ‘abstract wonderment’ (Glaser, 1992, p.22) of novice researchers. However, I decided while remaining alert to the risk, nevertheless, I would apply the classic grounded theory method after literature in the areas of ‘organisational behaviour’ and ‘a firm’s green strategies’ had already been reviewed. I could take the benefit of reading the literature beforehand from the standpoints of Strauss and Corbin (2018) and Charmaz (2006) into account that it had a positive effect in ensuring I entered into the fieldwork in an unexplored area, rather than an area of research that was already fully covered. Chapter 2—a ‘Non-committal literature review’ (Urquhart & Fernandez, 2006) is therefore driven by existing literature related to the general scope of this study’s area, but only in order to identify gaps in previous research, ensuring that this research field has not yet been fully covered.

Full details regarding this research methodology and utilisation of the classic grounded theory approach are outlined in Chapter 3– Methodology.

1.5 Outline of the thesis

This thesis is comprised of seven chapters as follows:

Chapter 1: Introduction, outlines the overall structure of the thesis, beginning with an introduction of the research topics and terms which will be used throughout this doctoral

research. There follows a brief explanation of the background in the fields of a firm's green strategies and responses of internal stakeholders, followed by the research aims, objectives and initial research questions. The classic grounded theory approach is also briefly presented in this chapter.

Chapter 2: a Non-committal literature review, outlines a literature review in the wide scope of organisational green strategies and internal stakeholders, conducted at the beginning of this PhD doctoral research between 2016 to 2017. This chapter aims to find under-researched issues in the research areas of a firm's green strategies and the responses of internal stakeholders, so as to appropriately assign a research methodology (before committing to conducting grounded theory). The justification for using the term 'green' in this thesis is also included. Further, definitions of a company's green strategies and the concept of general stakeholders versus internal stakeholders are offered.

Chapter 3: Methodology, begins by recapping the need for establishing a theory grounded in data in the field of research 'organisational green behaviour', before comprehensively further discussing the research worldview of the researcher of this doctoral thesis. The justification for selecting the grounded theory research method is also reviewed in this chapter. The origin and versions of grounded theory are included before focusing on the classic grounded theory method. This chapter ends by describing how I started to apply the classic grounded theory method for this particular doctoral study, especially when I was unable to pre-plan the entire process of the research, such as the number of participants, interview questions or the size of companies. Instead, these should rather depend upon the emergent concepts telling a researcher where to go next, which results in flexibility and adaptability whilst conducting the grounded theory method. Hence, this chapter includes my experience as

a novice grounded theorist in managing the process of writing up the PhD research proposal and the initial phase of data collection and analysis.

Chapter 4: Conceptual Development Process, demonstrates how concepts gradually emerged from the data, became saturated and were finally developed and conceptually related in a new theory. Moreover, this chapter reflects the practical experience of utilising classic grounded theory by showing various pivotal points in applying the method whilst maintaining a momentum of collecting and analysing data throughout a three-year period of fieldwork (2018-2021). The chapter begins by explaining technical processes that were used in open analysis and the construction of memos. This is followed with an outline of phase two of the study—in which analysis was delimited to the core category and sub-core category, and theoretical sampling and selective coding undertaken. Followed by phase three—theoretical sampling for theoretical completeness. This chapter includes several memos illustrating the process of developing emergent concepts into a coherent and fully formed theory. The chapter closes by summarising the development of the concepts which together form the theory “Reconciling Green at work”.

Chapter 5: A grounded theory of “Reconciling Green at work”, highlights the main contribution to existing knowledge of this doctoral research. Each concept, category, property and dimension that form the theory are explained sequentially and interrelatedly. This chapter demonstrates the inherent rewards of both experimenting with and trusting the grounded theory research method and allowing the emergent concepts to guide me towards the stage of analytical success. Classic grounded theories are commonly written in the present tense and can be thought of as a set of probability statements (Holton and Walsh, 2017; Andrews, 2007). In its unfolding, the theory “Reconciling Green at work” explains what is going on in the

“organisational green behaviour” phenomenon. Overall, this chapter is equivalent to the research findings chapter of other typical doctoral theses.

Chapter 6: Focal literature review and Theoretical integration, exemplifies one of the unique features of the classical grounded theory approach. The early section of this chapter compares the theory “Reconciling Green at work” to some existing theories that are often used by scholars in both the business management and organisational behaviour fields of research. The subsequent section integrates those existing theories that closely relate to the path of *cause-process-consequences* of the “Reconciling Green at work” theory. Interestingly, these focal theories are mainly from the psychological field of research. Lastly, I discuss the concept ‘greening an organisation’, which is taken from the extant literature on strategic management, and which is likely to be the area that will benefit most from applying the theory “Reconciling green at work”.

Chapter 7: Discussion, begins with outlining the intervention guidance to manipulate an individual’s behavioural green change by focusing on the covariance, contingent, context and condition concepts that directly impact on the path of *cause-process-consequences* within the “Reconciling Green at Work” theory. Comprehensive lists of contributions to the knowledge of this doctoral thesis are also summarised in an expansive table in the latter section of this chapter. This is followed by three recommendations regarding future research opportunities. This chapter closes with a discussion about the limitations of this research and the conclusions. By the end of this closing chapter of the thesis, how and in what way the theory of “Reconciling Green at Work” has impacted the focal theories and background theories will be clarified.

1.6 Summary

This thesis remedies the lack of coherence in the existing literature regarding the responses of firms' internal stakeholders to green strategies, by generating a new theory in 'organisational green behaviour'. The grounded theory research method was chosen as the research tool for this doctoral study. Therefore, its principles and procedures regarding forming the research questions, selecting the research sample, conducting the fieldwork, analysing the data and memo writing, to generate a theory based upon empirical data, will be applied.

The following chapter will discuss the non-committal literature review in the areas of a firm's green strategies and their relationship with its internal stakeholders.

Chapter 2

A Non-Committal Literature Review

2.0 Introduction to the chapter

“Reading the literature is a problem for many people doing grounded theory. The traditional approach is to study the literature in a substantive area before one starts the research. Grounded theory’s very strong dicta are (a) do not do a literature review in the substantive area and related areas where the research is to be done...However, the researcher should be constantly reading voraciously in other substantive areas during their research. Choose areas that (a) will not preconceptually contaminate the emerging theory...” (Glaser, 1998, pp. 67-8).

The above statement by Glaser is written in a section of his 1998 book entitled “Pre-Research Literature Search” (p.68). Glaser recommends that a researcher utilises grounded theory method through reading literature before gathering data. This can be done, however, with only a specific purpose, but surely not for the purpose of forcing concepts to emerge from data in the following phases of generating a theory. Hence, the knowledge provided in prior literature covering the broad areas related to this research topic were reviewed (for instance, organisational behaviour, green-related strategies, and internal stakeholders’ responses). Expecting to discern this chapter to cover the literature relates to many concepts emerged during the latter phases of this study may not be in line with grounded theory method. This chapter is, therefore, a genuine attempt of portraying of what I have known about the research topic prior to undertaking fieldwork and generating a new substantive theory based upon data I gathered.

I have labelled this chapter as a ‘non-committal literature review’, as recommended by Urquhart and Fernandez (2013). This was because, in my view, the phrase is well representative

of both my action, and the purpose of this chapter. In addition, Urquhart and Fernandez (2013) suggest that

“...this [non-committal literature] review is conducted on the fundamental understanding that the generated grounded theory will determine the relevance of the literature, never the converse”. (p.230)

This chapter, thus, is a result of the gathering of available literature related to this subject area prior to February 2018, which is before I began to enter the fieldwork, analyse data and formulate a theory.

In what follows, section 2.1 explains the overview of non-committal literature. In section 2.2, there is a discussion of *what the previous researchers have already studied* about ‘green strategy’ from a company’s perspective and in sections 2.3 and 2.4 ‘green strategy’ from the internal stakeholders’ perspective. Next, there follows section 2.5, concerning *what we do not yet know*, or in other words, a gap in these two research areas: a firm’ green strategy; and responses of internal stakeholders to their firm’s green strategies. Section 2.6 focuses particularly on the exploration of the definition of ‘green strategies’, as used by prior researchers and business practitioners. In doing so, working definitions of the key term: ‘green strategy’, can be established while implicitly maintaining an openness to the variations of interpretations that might emerge in subsequent stages of the research. Lastly, section 2.7 reviews the methodological issues particularly in this research area.

2.1 Introduction to non-committal literature review

The rest of this chapter aims to provide the backdrop for the study and pinpoint the knowledge gaps in relation to firms’ green strategies and internal stakeholders within a firm.

Initially, it was intended to review previous academic in order to inform a research framework in a manner that would be typical of doctoral research in general. However, during the course of constructing the research design and methodology, my thinking changed, evolved and I decided to adopt a grounded theory approach². As a result, the purpose of this chapter shifted to surveying the background of my research, because a literature review in grounded theory study should be conducted in relation to its core concept/categories that emerged from fieldwork.

At this juncture, it is important to highlight Glaser's (1978) perspective that choosing to employ a grounded theory approach does not exclude the possibility of reading literature prior to conducting primary research. As Glaser argues, reading previous scholarship can provide a grounded theorist with some background to the study's subject. However, grounded theory researchers should aim to set aside any preconceived knowledge while conceptualising their emergent theories (Glaser, 1998). Having surveyed the past literature in 'green strategies', hence, equipped me as the researcher of this doctoral research with a sound knowledge of the topic before undertaking the study in my chosen area.

The literature reported in this chapter were surveyed between October 2016- February 2018, which was extending over a wide area, around and within the topic of green strategies and particularly relates to stakeholder's theory. At the time, I discovered that most of the literature found in this research area was quite old, consequently, there might appear to be many older studies cited in this chapter; however, more recent literature which is closely relevant to the emergent theory as a result of undertaking a grounded theory will be presented throughout Chapters 6– Focal Literature Review and Theoretical Integration and Chapter 7– Discussion.

² The rationale of choosing to adopt a grounded theory approach will be thoroughly explained in Chapter 3– Methodology.

2.2 Green strategies of firms

Many studies into 'green' (environmental) issues have focused on the reasons and motives for firms to 'go green' (Aragón-Correa and Rubio-Lopez, 2007). Reasons for corporate reorientation towards green or greener strategies have included: the perceived green responsibility of individual managers, any possible green competitive opportunities for an improved business (Baker and Sinkula, 2005), and stakeholder pressure (Murillo-Luna *et al.*, 2008). The latter motive appears to have gained more currency among researchers of green strategies over time (Murillo-Luna *et al.*, 2008), since a stakeholder group can be any group or an individual who can affect the survival or the success of a business (Freeman, 1984).

Previous researchers have revealed that companies have chosen to adopt green initiatives in response to stakeholder pressure, which range from pro-active to re-active green effort (Buisse and Verbeke, 2003) and which depend on how the firms perceive the relative importance of their stakeholders (Murillo-Luna *et al.*, 2008). Cronin *et al.*, (2011) propose three main categories of green strategies that are commonly utilised by many firms stressing the aspect of stakeholder involvement: '*Green innovation*', '*Greening the organisation*' and '*Green alliance*'. According to the non-committal literature review, I argue that a firm's green strategy refers to two different aspects: *a firm's range of relative effort in implementing the strategy* and also *the types of green practice*. More details are outlined in the below sections.

2.2.1 Firm's 'Strategy' versus firm's 'Green Strategy'

Before moving to discuss in more detail a company's green strategies, the definition of *a firm's general strategy* should be established. Porter (1996) suggested that *strategy* is not simply a reference to management tools but more broadly speaking, refers to something that is different and hard to imitate. *Strategy* involves a different set of activities that are based on the creation of a unique and valuable position. In addition, Potter (1996) suggests that a good

strategy would create a competitive advantage and usually stems from the way its activities fit and reinforce one another. Conventional business strategies include, for example ‘growing sales by emphasising the uniqueness of company’s products’; ‘achieving technological advantage’ or ‘improving customer service’ (Potter, 1996). Firms that continue to focus solely on competitive advantage and business prosperities as described by Potter 1996 are still presented, however numerous businesses nowadays are transforming their core strategies to share global concerns in ecosystem-related issues. Edward (2021) found that business organisations are now reconceptualising their core strategies, relating them to green-related goals.

There emerged so-called ‘*green strategies*’ in late 1980 in response to stakeholder pressures requiring businesses to take responsibility for the ecosystem deterioration (Peattie, 1992). A business organisation’s *green strategies* would need to be different from other types of business strategies because aside from their ability to create competitive benefits, they have the potentiality to deliver benefits to a wider range of stakeholders in terms of the natural environment for both current and future generations (Peattie and Crane, 2005). In addition, some analysis of a green strategy within an organisation has been involved in examining the level of fit within three strategic levels; *the corporate, business and functional* (Menon, 1997). The *strategic-corporate level* can be said to be concerned with the choices of green strategies from a macro (system) analysis or from the big(ger) overall picture of business. *Strategies at business and functional levels* are considered to be ways of facilitating corporate strategy to complete its strategic missions, visions and goals. For example, if the overall corporate strategy is to be in partnership with a focal green group, other divisions at the business level set their units’ strategies by trying to compete with other competitors within the structural scope of a green alliance. The functional strategies can then become involved in more visible partnering activities that are orchestrated by each particular department, such as marketing, research and

development (R&D), or production. To be compliant with the openness tenet of classic grounded theory, I do not restrict the focus to purely green strategies that relate to only the corporate level, but also take the green strategies from the business and functional levels into account.

2.2.2 Green strategy classification: based on relative green effort of the companies

In terms of the different types of green strategies utilised by firms, it can be argued that several alternatives are available for managers to select at any one point in time (Aragón-Correa and Rubio-López, 2007). Ideally, a green(er) strategy requires a systematic approach to integrate and coordinate strategy within the three strategic levels: *corporate, business, and functional levels* of a firm (Menon, 1997). Additionally, there should be a thinking that goes beyond mere compliance to the minimum market regulations (Aragón-Correa and Rubio-López, 2007).

Many researchers have proposed various typologies or classifications of green strategies according to the contexts of their research findings (see Levy and Kolk, 2002; Buysse and Verbeke, 2003; Lee and Rhee, 2007; Sprengle and Bush, 2010 and Cronin *et al.*, 2011). I subscribes to the statement of Worthington (2013) which argues that the various classifications of green strategy reflect a continuum rather than discrete types of strategy. Having reviewed literature concerning companies' green strategies, I adopt the view that there is a spectrum of green effort ranging from proactive to reactive. This argument is supported by many past studies, such as those conducted by Levy and Kolk, 2002; Buysse and Verbeke, 2003; Lee and Rhee, 2007; Sprengle and Bush, 2010. See Table 2.1 for further detail.

Table 2.1 Various typologies of green strategy used by firms in previous studies.

Author(s)	Green strategy classifications			
Buysse and Verbeke, 2003	Reactive	Pollution prevention	Green leadership	
Lee and Rhee, 2007	Reactive	Opportunistic	Focused green	Proactive
Sprengel and Busch, 2010	Passive	Attention to legislation	Attention to stakeholders	Total environment quality
Henriques and Sadorsky, 1999	Reactive	Defensive	Accommodative	Proactive
Levy and Kolk, 2002	Resistance	Passive compliance	More proactive	Innovative responses
Worthington, 2013	More reactive ←-----→ More proactive green strategy			

Source: Author

According to Table 2.1, Buysse and Verbeke (2003) present the ‘green strategies’ of large polluting firms in Belgium, allocating them to one of three different classifications: *reactive*, *pollution prevention and green leadership strategy*. Reactive green strategy essentially equates to an employee-passive reaction to any ‘green’ issues. This is almost a non-strategic green strategy because it is usually a response formulated in order to defend a firm when it receives pressure from external events, such as the government or newly actioned industrial regulations. Pollution prevention green strategy is more proactive in terms of responding to stakeholders’ needs and wants. Lastly, Green leadership strategies are designed to actively meet the expectations of various groups of stakeholders rather than simply respond to the basic green regulations.

Lee and Rhee (2007) also suggest *four* green strategic types which were derived from the environmental background in Korea; *reactive, opportunistic, focused and proactive green strategy*. Similar to Buysse and Verbeke, the reactive green strategy operates at the lowest or most basic level of green practice throughout all strategic levels within a firm. Opportunistic green strategy employs a green agenda as an opportunity for cost-saving and other competitive advantages, but usually does not require the costly investment in developments such as ‘green product innovation’. A focused green strategy emphasises a narrow range of environmental decisions within a particular strategic level. Lastly, proactive green strategy demonstrates a wider range of coordinated green strategy at every level of corporate management.

Sprenkel and Busch (2010) demonstrate four types of corporations’ green strategies; *passive, attention to legislation, attention to stakeholders, and total environmental quality*, which had been used globally. These researchers explain that the ‘minimalist’ company chooses a passive strategy by merely engaging in any significant green effort. Second, the ‘regulation shaper’ company employs attention to legislation strategy, which is more actively responsive to stakeholder pressure. Third, the company that wants to lower its green pressure implements attention to stakeholder strategy by which it actively explores new markets and environments for its entire business model. Lastly, the ‘emission avoider’ company employs total environmental quality strategy which is proactively designed to follow a wide range and high level of green activities.

Henriques and Sadosky (1999) studied how companies perceive importance of each stakeholder group. They researched those companies that were ranked from *highly to not highly committed* in taking care of the natural environment. As a result, four hundred large Canadian companies were classified into four environmental profiles: *reactive, defensive, accommodative and proactive company*. Interestingly, the reactive company perceived only the media stakeholders are important, because this type of firm is afraid of being scandalised

by the media rather than being caught by the regulators. Meanwhile, the proactive company perceives every group of stakeholders as being important, with the exception the media.

Levy and Kolk (2002) related the multinational firms in the oil industry to a continuum of strategic responses. These are rated from *resistance and passive compliance to more proactive and more innovative responses*. The resistance segment does nothing strategically in terms of having a green plan, but rather focus their effort on trying to avoid risk. Meanwhile, the more proactive and more innovative responses invest far more efforts in mitigating the global climate change problem.

The accumulated literature above concerning the idea of a ‘green strategy’ indicates that there are various green strategies have been used by business organisations. A firm’s green strategies can range from re-active to pro-active strategies, depending on the level of proactiveness employed by the firm in response to stakeholders’ and society’s environmental needs. A re-active ‘green strategy’ is the green strategy that is defensive in nature, such as a response to green regulations, while a more pro-active ‘green strategy’ reflects a more innovative and leadership-based approach. In the fieldwork, I, therefore, would not strictly label any particular type of a company’s green strategies, but rather I would remain open to various *shades* of green strategies, running on a spectrum from re-active to pro-actives green strategies.

2.2.3 Green strategy classification: based on types of green practice

Crucially, Cronin *et al.*, (2011) also propose three main categories of green strategies that they had gleaned from previous literature ‘*Green innovation*’, ‘*Greening the organisation*’ and ‘*Green alliance*’. The direct effect of having known these three green strategy classifications is that an easier navigation of interview questions, especially during fieldwork when carrying out the method of open interviewing. This is because my potential informants were the internal

stakeholders of companies who would be from a variety of departments and hold different job positions. Hence, a knowledge of these various types of green strategy by practice could help me to have a more understanding of my informants.

Cronin *et al.*, (2011) clarified that '*Green innovation*', '*Greening the organisation*' and '*Green alliance*' strategies are commonly utilised by many firms stressing on the aspect of stakeholder involvement. Moreover, these researchers identified some sub-categories within the main strategies. For example, the main strategy '*Greening the organisation*' incorporates '*green champions*', '*green processes*', and '*green supply chain management*' as its sub-categories. Furthermore, '*green system certification*' strategy has also been engaged as the second major theme within the '*green processes*'.

Firstly, as regards the 'Green innovation strategy', it is said to equate to the development of green product innovation and is commonly utilised by firms. Most of the past studies in this area were interested in the contribution of 'green innovation' with respect to the creation of competitive advantage for firms, either with regards cost advantage or to differentiation advantage (Kesidou and Demirel, 2012). By implementing green designs, companies tend to be able to reduce significant production costs while they also have a higher potential of being perceived as green companies and receiving rewards from the public (Wasik, 1996).

Although general 'innovation' concentrates on the role of creating businesses' competitive advantages by the development of new products, processes, services, technologies, or business models, 'green innovation' actually may lead to a focus on the so-called 'win-win' situation of both economic and environmental benefits (Horbach, 2008). Therefore, it could be argued that 'green innovation' refers to the development of

"...new or modified processes, techniques, systems and products to avoid or reduce environmental damage" (Kemp et al., 2001, p.2).

as well as to the aspect of contribution to the enhancement of the ecosystem's welfare (Peattie, 1995).

The next green strategy type is 'Greening the organisation'. Moving to become a fully oriented green company is a challenging task, which can entail several stages of difficulty. According to Cronin *et al.*, (2011), 'greening the organisation strategy' contains three stages of subcategories; *green champions, green processes, and supply chain management*. First, 'green champion' is the highest stage of the 'greening the organisation' strategy because it requires the full integration of green initiatives in all aspects of an organisation (Peattie, 1995). At this stage, all of the internal firm's citizens, such as chief executive officers (CEOs), managers and employees, play critical roles in the development of a/the 'green mantra' (Wasik, 1996). In addition, the intensity of roles in the green champion scheme is arguably derived from the higher level of the green-orientated characteristics of individual workforces, especially the leadership provided by the executive team (Hanson, 1998). Researchers noted that the 'greening the organisation' strategy as a green champion, requires proper and adequate training for all members of the workforce (Wasik, 1999; Ottman, 2017; Fuller, 1999; Polonsky and Ottman, 1998).

The last two subcategories of 'Greening the organisation' are *green processes* and *supply chain management*. They both have a lower stage of difficulty compared with 'greening the organisation' as a green champion. This is because their approach involves particular business units within a company (Cronin *et al.*, 2011). In terms of the 'green processes' approach, it is another way of gearing an organisation toward a green orientation that is mainly involved with the utilisation of green management throughout product systems (Wills, 2011). A company can reduce their expenses by eliminating their disposable waste, while preventing hazardous waste entering into the environment, by applying the green processes approach (Porter and Van der

Linde, 1995). Additionally, the green processes strategy can formally apply outstanding environmental guidelines, such as the International Organisation for Standardization (ISO 14000), the Global Reporting Initiative (GRI), or the fourth generation of the GRI guidelines (G4 programme). Firms pursue these certificates by utilising third parties to validate their green strategies.

Beyond focusing on the end of the production process, Green supply chain management is recognised as integrating environmental strategy into the entire supply chain. This sub-strategy can be managed in two ways: ‘cradle to grave’ or ‘cradle to cradle’ (Wills, 2011). The cradle to grave structure involves having a plan for the entire supply chain, while cradle to cradle is a regenerative design, which brings all consumed material back into the manufacturing process once again (Wills, 2011).

The last main green strategy category proposed by Cronin *et al.*, (2011) is the ‘*Green alliance*’. In the process of creating a green alliance or green partnerships with other organisations to achieve one environmental goal (Stafford and Hartman, 1996). Environmentalist groups can assist other units within a company directly to guide collaborative green strategies (Polonsky, 1995). This added expertise may indirectly influence other key stakeholders in supporting the firm’s overall green programmes (Polonsky, 1995). Ottman (2011) demonstrated that traditional green partnerships correlate with a more successful relationship with stakeholders (such as supplier, retailers or customers), who have certain economic expectations about companies. However, the modern scheme of alliance is not necessarily restricted to *business-business* partnerships. It can be a *business-non-business* strategic alliance, which involves ‘social stakeholders’, such as the general public, the younger generation or environmental and social activists (Ottman, 2017). This strategy may provide the opportunity for a new green firm to circumnavigate obstacles and achieve a green goal by working hand in hand with dynamic stakeholders. Many advantages of these strategic

partnerships, for instance, include saving costs, improving new products and emphasising credibility with the general public (Ottman, 2017). However, searching for partners is vital to examine the congruence between a firm and the green-partner. Hartman *et al.*, in Peattie (1995), stated that green alliances can open doors for new green potentialities, but that companies should be ready to be independent after successful transfer from the scheme.

To this end, from my point of view, the article of Cronin *et al.*, (2011) outlined above is clearly captured various forms of the green strategies that are commonly implemented by firms. Hence, acting in the role of interviewer, I would be equipped by the knowledge that there are numerous approaches operated within firms that are derived from the same 'green' ideal, which is to protect our planet's ecosystem for future generations. This thesis would take into account that previous researchers have already studied 'green strategies' from the company's perspective from two aspects: **first**, *the firm's green effort, ranging from pro-active to re-active strategy*; and **second**, *the forms of particular green practice, such as 'Green innovation', 'Greening the organisation' or 'Green alliance'*.

The survey of the past studies has not informed us only about the types of the firms' green strategies, but the relationship between strategies and the companies' internal workforces was also debated. For example, while Angell and Rands (2002) proposed that the 'green strategies' of manufacturing businesses are dictated by any perceived external pressure, Aragón-Correa and Rubio-López (2007), Buysse and Verbeke (2003) and Baker and Sinkula (2005), conversely suggested that the main drivers of green strategies are from internal influences. Interestingly, placing the importance upon some specific groups of stakeholders when implementing green strategies appears to be emphasised by many 'green researchers'. The following sections will discuss the various stakeholder groups of the companies in general first,

and then there is a detailed study of ‘green strategy’, by way of an investigating of the internal stakeholders’ perspectives.

2.3 The importance of stakeholders to a firm’s green strategy

Previous research have indicated that companies have developed different green strategies to deal with different stakeholders’ demands for environmental protection (Kolk and Pinkse, 2007). In terms of the meaning of the word ‘stakeholders’, Freeman, the founder of the stakeholder approach, defined the term ‘stakeholders’ as

“...any group or individual who can affect or is affected by the achievement of an organization’s purpose” (Freeman, 1984, p.53).

The definition of ‘stakeholders’ in Freeman’s work was widely drawn and included:

“...shareowners, employees, customers, suppliers, lenders and society” (Freeman 1984, p.32).

Subsequently, there have been several attempts by a number of authors to redefine the term and to create a more holistic definition of the term stakeholder (Friedman and Miles, 2006). This is because there were debates about which groups of people should be recognised as stakeholders in a firm. Questions were asked about whether individuals or groups could consider themselves as stakeholders should be included without actually having been considered so by the firm itself. For example, activist groups, who have not contributed to the firm’s commercial achievement, would be inconsistent with Freeman’s original definition. As

a consequence, the term was modified to a much broader sense from the original description to become

“...those groups who are vital to the survival and success of the organization”
(Freeman, 2004, p.58).

Then, the question of stakeholders prioritisation arises in ‘green strategies’, given that many businesses have attempted to implement green strategies to satisfy a greater awareness of environmental issues among different groups of stakeholders (Polonsky, 1995). However, a number of companies have a selective focus on only one group of stakeholders, such as the consumer group (Cronin *et al.*, 2011), or the media group (Henriques and Sadorsky, 1999). Cronin *et al.*, (2011) explained that the consumer groups are perceived as directly putting pressure on the company to develop corporate-environmental responsibility, by having the requisite power to punish or reward a company. For this reason, a comprehensive customer-centric philosophy is often central to strategic green management in business organisations (Kotler *et al.*, 2006). In the similar vein, Henriques and Sadorsky (1999) drew a distinction between proactive and reactive green companies when it came to prioritising their stakeholders’ relative requirements. They claimed that managers of proactive green companies perceive all stakeholders as important, except for the media, whereas, the reactive green companies, in reverse, view only the media as important (Henriques and Sadorsky, 1999). These authors further explained that this is because reactive green companies are afraid of being scrutinised by the public, while proactive ones are not. In addition, Buysse and Verbeke (2003) highlighted the point that the promotion of green values within *internal stakeholders* appears stronger with more proactive green rather than reactive green strategy.

There is a debate about the issue of stakeholders' prioritisation in 'strategic green' literature (Henriques and Sadorkey, 1999). Presumably, this is because of managers recognising the critical nature of satisfying the various needs of different stakeholders regarding 'green' issues (Polonsky, 1995). However, the real needs and wants of stakeholders are varied and usually ambiguous (Polonsky, 1995). When reviewing the managing-stakeholders approach, one method is to prioritise them through the classification of primary and secondary stakeholders (Clarkson, 1995). While in some specific areas such as the strategic corporate relations scheme, stakeholders are typically classified as *internal* and *external* stakeholders (Hatch and Schultz, 1997). The former, therefore, classification stresses on the perceived importance to the survival of corporations (Clarkson, 1995), while the latter classification indicates the relative location of stakeholders (Schlosser and Mcnaughton, 2007).

Given that the research for my thesis focuses on the organisational members within a firm, the relative location notion (external versus internal) will be used to classify the stakeholder groups. Thus, while external aspects of stakeholder theory focus on the stakeholders who are exogenous to a company, this doctoral research emphasises 'Internal stakeholders' which encompasses a more specific group. They can include

"...senior executives, managers, employees, contracted workers, professionals, outsource partners and key suppliers" (Ahmad et al., 2005).

In the context of my study, when I refer to 'internal stakeholders' I intend to be inclusive of all employees, including executives, lower-level staff and contract workers who implement the green strategies. This is because previous studies that investigated green strategies within firms usually focused on only the higher management tier of the organisation. Expanding to

every role within a firm from higher to lower staff ranked would be beneficial to the contribution of the research community and add value to the literature available.

2.4 Roles of internal stakeholders to the green strategies of firms

There is a dearth of studies into the roles of the internal stakeholders in ‘green strategies’, and there is also no evidence that appears in previous scholarly research, which indicates whether the green companies should prioritise their internal stakeholders rather than the other groups of stakeholders. However, Baker and Sinkula (2005) have highlighted that achieving competitive advantage from pro-environmental strategies is driven by the requirements of internal stakeholders, rather than by external stakeholders’ forces. Schlosser and Mcnaughton (2007) maintain that inclusion of all employees is important for the transformational process towards the fully green orientation of a company, and also employees’ understanding of the essence of the plan is crucial to a more strategically co-ordinated green.

Ideally, internal stakeholders can support a company’s efforts to achieve its green goals in a number of ways. For example, Klassen and McLaughlin (1993) showed that employees could support ‘green strategies’ by identifying opportunities or processes for green improvement. Alternatively, the provision of collaboration by way of sharing information has become a key component that has been utilised in order to achieve a firms’ green goals (Aragón-Correa *et al.*, 2013). In the area of corporate strategic management, Freeman *et al.*, (2007) demonstrated that voluntarism, who volunteer to involve their personal initiatives that exceed the firm’s expectations, should be a driving force behind the organization’s achievements. In emotional terms, all internal workforces should feel proud to be part of the company, and also that they are a part of a company’s overall journey (Bhattacharya *et al.*, 2008; Ottman, 2011). Mitchell and Mezas (2012), also asserted that internal stakeholders’ conceptions of a new corporate identity should be aligned with the firm’s desired future image (Mitchell and Mezas, 2012).

Human resource management (HRM) researchers have devoted their resources to studies about green management and employee involvement in the green schemes of companies (Renwick *et al.*, 2013). This is partly because, according to the view of HRM researchers, employee participation is the key to the successful implementation of green strategies. Green HRM literature has asserted several ideas of internal stakeholders that could influence upon a firm's green efforts. For instance, suggestions for green improvement, willingness to share information or more efficient work-based resource usage. These HRM researchers believe that all of the internal stakeholders' behaviour patterns could move companies to become even more environmentally friendly (Renwick *et al.*, 2013). Unsurprisingly, much research into HRM consistently explores ways to promote internal stakeholders' acceptance and cooperation in firms' green schemes by way of their 'green HRM' programmes.

Bhattacharya *et al.*, (2008), nevertheless, have stressed on the flip side that failure in inclusion of all employees to the company's green strategies can be an impediment to the achievement of the corporate green goals. Some researchers have found that most companies' crises are caused by members of their internal workforces who 'blow the whistle' on irresponsible behaviour within their own workplace (Bhattacharya *et al.*, 2008; Charter and Polonsky, 2017; Peattie, 1995). This is because internal stakeholders are increasingly sensitive to companies' environmental statements; they are not equally interested in and do not all share the same feelings towards a firm's green strategies (Aragón-Correa and Sharma, 2003). Furthermore, Aragón-Correa and Rubio-López (2007) have asserted that sincerely interested internal stakeholders in 'green' issues often cannot understand a firm's green claims and as a result they react in a sceptical fashion; this is because many internal stakeholders do not trust businesses in their often-stated claim that they sincerely want to protect the natural environment.

Most of the previous studies that have included the notion of internal stakeholders when studying ‘corporate green strategies’, nevertheless, have often examined green strategies purely from the perspective of managers, who were actively involved in the process of green planning, green strategies decision making, and green managing (e.g., the studies of Murillo-Luna *et al.*, 2008, Aragón-Correa, 2008, Levy and Kolk, 2002 and Henriques and Sadosky, 1999). For example, Henriques and Sadosky (1999) asserted stakeholder prioritisation of companies by concentrating on only managerial perceptions. Murillo-Luna *et al.* (2008), who also researched the perceived pressure of stakeholders on companies, also focused on managers’ perspectives. Interestingly, although both studies [Henriques and Sadosky (1999) and Murillo-Luna *et al.* (2008)], investigated stakeholders prioritisation of ‘green’ from a managerial perspective, Henriques and Sadosky concluded that the most proactive companies perceived all stakeholders as equally important (except for the media) whereas reactive companies perceived only the media stakeholder as important. This is in contrast to the conclusion of Murillo-Luna *et al.* (2008) which claimed the managers did not distinguish any perceived pressure from a particular stakeholder group but would perceive them all as only one overall dimension of pressure. Cronin *et al.*, (2011) emphasise the role of managers as having a significant part to play in strategically selecting green partnerships, as well as facilitating all of the needs of the stakeholders in the various partnerships, in order to maximise the potential to move the green alliance projects toward their eventual goals.

Consequently, it can be argued that the conclusions of many studies were mostly derived from only the views of managers. There is a pertinent question that can be asked, which is that while top-tier managers might believe that they have developed different green strategies in responding to stakeholders’ various demands in particular ways, there is still the research problem as to whether lower-level internal workforces perceive these strategies in the same light as senior-level employees, which is still majorly overlooked. One of this doctoral

research's aims is to fill this gap by focusing on the main concerns in implementing the green strategies of the wide internal stakeholders within a firm.

2.5 An overview of issues in firms' green strategies from internal stakeholders' perspectives

Many prior studies into strategic green management have found that the internal stakeholder group is recognised as a latent source of green pressure, and recent 'green HRM' literature recognises the importance of stakeholders' roles in influencing the achievement of the strategies. Nevertheless, there are two distinctive perspectives between strategic green management research and green HRM regarding the responses of internal stakeholders to a firm's green strategies. *Strategic green management* literature tend to pay scant attention to the role of internal stakeholders, whilst green HRM has posited that internal workforces are not only important but key in leading a company towards achieving its 'green' goals. Perhaps pressure from external stakeholders, such as governments, NGOs, consumers or media, has dominated attention among a firm's executives and academic researchers into firms' green strategies when compared to pressure from the group of internal stakeholders (see Sprengle and Busch, 2010). As a result of these two distinctive perspectives, further in-depth explanation about responses of internal stakeholders to firms' green strategies has still been under-investigated.

Piderit (2000) noted that internal stakeholders are quite sensitive to green issues in business and their responses might be derived from paradoxical emotions. Responses of internal stakeholders to a firm's green strategies, hence, often cause frustration and anxiety among managers (Renwick *et al.*, 2013). Neglecting the in-depth investigation into the

pervasive responses of internal stakeholders might impede the overall success of any potential greener strategy. As a possible consequence, a company may waste an immense amount of investment and resources, while actually obtaining only a minimal amount of internal cooperation towards its green scheme; as the statement of Denton (1999) that green management initiative without internal stakeholders' tacit involvement is useless.

Green strategy's scholars and practitioners could in theory face possible epistemic gaps when deciding on how to facilitate a competitive advantage and positive impact with regards to the implementing of a company's green strategies. A lack of understanding of a firm's green strategies from the view of internal stakeholders could lead to a lower rate of employee participation in a firms' green activities (Ramus, 1997), and this is often one of the main constraints that firms face after introducing green strategies/policies into the workplace (Brío *et al.*, 2008; Shrivastana, 1995).

There is evidence in extant literature that calling for a 'buy-in' to green strategies from the workforce within a firm is crucial (Ottman,1998); and a high level of cooperation and commitment from internal stakeholders is even more vital for achieving the firm's strategic green goals (Drumwright, 1994 and Leonidou *et al.*, 2013). Hence, it is important for the organisations to attempt to persuade (and succeed in persuading) their internal stakeholders to accept and adopt the same path and targets with regards to the firms' green strategies; furthermore, encouraging them to cooperate with, or actively facilitate the green process of the firms is ideal (Charter and Clark, 1998).

Surveying the existing literature enables me to identify the current research gaps in the issues of firms' green strategies and the roles of internal stakeholders. There has been a systematic lack of attention among scholars in the specific research area of *responses of internal stakeholders to the firms' green strategies*, although the role of the cooperation of

internal stakeholders in any overall strategic green process has been evidenced as being a significant driver of the transformational green process of companies. Previous studies into green management, furthermore, appears to limit important green actions to only division managers and executives, rather than more broadly including other lower-level internal stakeholders who also have to implement the green strategy (Renwick *et al.*, 2013). Managers of firms also tend to perceive the importance of other stakeholder groups as fundamental, while often overlooking the meaningful impact of the influence of stakeholders within organisations on the success of utilising green strategies.

As a result of the lack of in-depth study into varied responses of internal workforces, key elements which might have a meaningful impact on these responses have not been adequately addressed. This thesis recognises the importance of an exploratory study in internal stakeholders' responses toward firms' green strategies. It appreciates that there is a current need for the establishment of a theory in 'organisational green behaviour'. The notion of 'firms green strategies' focused upon the responses of internal workforces is believed to add weight to the overall knowledge and functionality of strategic green conceptualisation. Future scholars can help to expand understanding about green strategies when they include a direct theory about the responses of internal stakeholders to a firm's green strategies. Finally, green practitioners will be able to understand the more holistic criteria of strategic green management and this, in turn, should encourage positive responses from internal stakeholders, as well as enhance the organisation's environmentally competitive advantage, and its positive green impact on the world's ecosystem.

2.6 Green strategies in an organisation: Terms and Definitions

The emphasis is now upon the openness tenet of this classic grounded theory study. I choose to use the term 'green' because of my personal opinion that this word clearly reflects

the ecosystem of the planet. However, other terminologies used by the informants have also been taken into account, as long as they articulate the definition of ‘green strategy’ that can denote any corporate and functional strategic activity, which is designed and implemented within a firm that is—at the very least—equivalent to the idea of achieving a business’s objectives, whilst considering the *welfare of the planet’s ecosystem*.

Based on section 2.2, studying ‘green strategy’ in the context of this doctoral research focus on any ‘green plan’, ‘internal green policy’, ‘green activity’ or ‘green programme’ which is initiated and implemented by internal workforces of a company. The primary motive of companies to implement a ‘green strategy’ can be either derived from its ability to create competitive benefits, (e.g., ‘green cost-savings’, ‘green performance’ or ‘green reputation’); or its potential to deliver benefits to a wider range of stakeholders (e.g., the green-planet impact).

‘Green strategy’ of firm does not have only the ability to create competitive benefits, but also has potentiality to deliver benefits to a wider range of stakeholders in terms of the natural environment for both current and future generations (Peattie and Crane, 2005). Likewise, the statement of Hooley (2014) that

“Strategy is concerned primarily with effective (doing the right things) rather than efficiency (doing what you do well)” (p.30).

Arguably, the ‘doing the right things’ has led to today’s behaviours of most firms’ green strategies, especially within the U.K. Nevertheless, a fundamental confusion in the field of ‘organisational green strategies’ has been that there is no general agreement on its terms of usage. In fact, a number of disparate terminologies can be recognised as fitting the same definition of ‘green strategy’. This includes ‘ecological strategy’ (Henion, 1976), ‘environmental strategy’ (Coddington, 1993), ‘eco- or clean energy strategy’ (Fuller and

Butler, 1994); or even ‘sustainability strategy’ that has been widely used interchangeably with the term ‘green strategy’ (Coddington, 1993).

Magdoff and Foster (2011), however, stressed that the ‘green’ aspect is only one part of the whole sustainability concept. Elkington (1998) proposes the Triple Bottom Line (TBL) of a company, which consists of three aspects: *Planet (green), People, and Profit*, as the basic components that make sustainability in businesses. This TBL concept, in fact, has been envisaged along the same lines as the philosophy of the Brundtland Report’s sustainable development ideal, which is designed to make sure that business and the global society

“...meet the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987, p.1).

While in the case of business organisations, a large element of any business’s activities deals with meeting consumption needs, the public, therefore, tend to see these activities as a main cause of waste generation or habitat destruction (Fuller, 1999). As a consequence, several businesses have chosen to focus on their *sustainability strategies* and activities, with particular emphasis on the environmental aspect (Wills, 2009). For example, the company’s marketers plan their marketing activities which can include creating environmental friendly product-packaging (Rokka & Uusitalo, 2008), setting up suitable prices for the green segment (Kang *et al.*, 2011), seeking for methods to distribute products without or with a reduction in carbon footprints (Lee, 2011), or creating environmental awareness among consumers (Banerjee *et al.*, 2013). As a result of these kinds of activities among businesses, the sustainability concept has developed into a ‘green’ bandwagon (Fuller, 1999). It recognised the business that attempts to resolve economic and ecological sectors while implementing its core product or service programmes.

This doctoral study aims to develop a theory based on the investigation of the sole ‘green’ or ‘planet’ dimension of the wider sustainability concept. It starts from exploring responses of internal stakeholders to the representative of many strategic green activities created and implemented within a firm that, at least, aims to either take responsibility for the natural environment, and/or create competitive advantage in business. Other terminologies used by the informants would be interpreted as interchangeable terms of ‘green strategy’; as long as they implicitly referred their terms of usage to the same focus of this doctoral thesis.

2.7 Methodological issues in this research area

The concept of a firm’s green strategies has been prominent in scholarly research for decades; however, these studies dominantly focus on the perspective of an organisation, rather than attempting to further explore the view of the overall internal stakeholders that have roles in implementing the firms’ green strategies. A significant lack of research into the overall internal stakeholders’ perspective to a firm’s green strategies is a gap that this doctoral study has addressed.

In terms of the methodology used in prior research, a range of *quantitative* approaches has been widely utilised in management studies that examined and explored a firms’ green strategies and the responses of internal stakeholders. Amongst these studies, formal theories in organisational management, such as the resource-based view theory (Hart, 1995), institutional theory (Berger and Luckmann, 1967), theory of planned behaviour (Ajzen, 1991), or stakeholder theory (Freeman, 1984), have been extensively employed. This means that many of these previous research have tested assumptions based on the existing theories in the general business management field, which *are not directly* based on a theory in the context and condition of a green strategy. Perhaps this is because a theory of **‘organisational green**

behaviour' focusing on responses of internal stakeholders to their firm's green strategies, had not yet been established.

Aragón-Correa *et al.* (2013), for example, tested their hypothesis relating to the relationships between sharing information with employees and their level of willingness to participate in a firm's green programmes, based on the current organisational literature at the time, such as resource-based view and contingency theories. These researchers analysed massive amounts of companies' data and survey questionnaires; and found that there are positive relationships between information sharing amongst employees and their willingness to proactively implement the firm's green strategies.

Similar research that investigated the correlation between employee involvement and the achievement of firms' green competitive advantages, also mainly used a *quantitative* approach for their empirical research. Table 2.2 demonstrates that there are more similar quantitative studies that investigated the correlation between employee involvement and the achievement of firms' green competitive advantages. For instance, Buysse and Verbeke (2003), Lee and Rhee (2007), Wagner (2011) have all mainly used a *quantitative* approach for their empirical research.

Table 2.2 Prior research investigated firms' green strategies and their stakeholders, in particular the *responses of stakeholders* to firms' green strategies.

Author(s)	Researching into	Methodology	Based on theory(ies)
Buyse & Verbeke, 2003	The linkage between green strategy & stakeholder management	Survey the perceptions of company's managers towards the importance of various stakeholders on decisions related to green management	Resource-based view theory
Lee & Rhee, 2007	The change in corporate green strategy	Questionnaire surveys targeted on green managers of different companies in Korea.	Resource-based view theory, and Institutionalisation theory
Henriques & Sadorsky, 1999	The perceptions of different firms toward the importance of various groups of stakeholders	Surveys and content analysis targeted on chiefs of departments that are responsible for dealing with green issues	Stakeholder theory
Levy and Kolk, 2002	Green strategies in the oil industry	Case studies	Conflicting pressure on multinational corporation theory
Aragón-Correa, Martín-Tapia and Hurtado-Torres, 2013	Proactive green strategies and employee inclusion	Questionnaires targeted CEOs.	Organisational contingency theory, and Resource-based view theory
Brío, Fernández and Junquera, 2007	Management and employee involvement in green strategies	Mixed-Methods	Resource-based view theory
Wagner, 2011	Green management activities and sustainable human resource management	Questionnaire surveys targeted all employees of German manufacturing firms	Human resource management theory, and environmental management theory
Ángel del Brio & Junquera, 2008	Human resource in advanced environmental approaches	Exploratory case analysis	Resource-based view theory
Adomako, Nigh,	Proactive	Questionnaire surveys	Resource-based view

Author(s)	Researching into	Methodology	Based on theory(ies)
& Adu-Ameyaw, 2021	environmental strategy and firm performance	targeted on chief executive officers and finance managers in Ghana.	theory

Source: Author

The sample of previous studies that utilised quantitative methods were plentiful, yet, there remain multiple barriers in implementing ‘green’ practices within organisations (Plank, 2011). This thesis argues that those previous studies, using a quantitative method, have evolved around *pre-assigned interests guided by the existing theories*. This causes real concerns and problems of ‘green implementors’ which up to this point have been neglected.

Conversely, with regard to the amount of quantitative ‘green’ studies compared to the use of *qualitative* approach, there have been only **a few qualitatively** empirical studies looking into the interaction between these two research areas: a) firm's green strategies, b) the responses of internal stakeholders to a firm’s green strategies. Moreover, most of these *qualitative* studies used the method, such as in-depth interviewing, as to provide additional insight data to explain their numerical results in a mixed-method approach. These previous *qualitative* studies into a firm’s green strategies have also predominantly emphasised the perspectives of the higher-tier managerial positions within a firm, rather than the view of overall internal stakeholders in general. Ángel del Brío, *et al.*, (2008), for instance, adopted an exploratory case analysis by mainly interviewing two groups of internal stakeholders—these being the green managers and human resource managers from eight factories. Thus, there is a lack of *qualitative* green response(s) research investigating the perspectives of the overall internal stakeholders, who are both in supervisory and non-supervisory positions.

2.8 Summary

This chapter has presented the studying around the concepts of organisational green strategies, and the responses of internal stakeholders to their firm's green strategies, prior to a classic grounded theory was chosen to be applied in this study. The purpose of this chapter is to provide the backdrop of this doctoral research and assist me, as the researcher of this doctoral study, with a sound knowledge of a firm's green strategies topic before confronting the potential informants.

Having surveyed the available literature concerning *a firm's green strategy and responses of internal stakeholders*, I found that the concept of 'green strategy' has come to the attention of scholarly researchers since 1970 (Peattie, 2001), but theory on the subject has not yet been fully developed. The body of knowledge is fragmented with regards the link between a firm's green strategies and the expectation of its internal stakeholders. Research into corporate green strategy is now abundant. Current research, however, into the responses of internal stakeholders, which include all employees and contract workers, to a firm's green strategies, is actually underdeveloped and focuses exclusively on the senior management's perspective whilst the responses of more junior employees and contract workers of a company tend to be overlooked and ignored. More importantly, research into any connection between internal stakeholders' responses and a firm's explicit green strategy has also not been explored in previous studies.

In parallel, in the business sphere, green strategies have been widely applied in organisations, either emphasising their natural environmental dimensions or combined with the other two aspects (society and economy) as a sustainable development model (Rivera-Camino, 2007). However, crucially, many of these enterprises cannot overcome the challenge of gaining support for their green strategy from their internal stakeholders. Many of them are suffering from low rates of employee participation in this regard (Aragon-Correa & Rubio-Lopez, 2007).

This problem has led to *not* many businesses that can continue to proactively use a green strategy, because implementing a proactive green strategy requires not only significant financial resources, but also human resources as well (Hartmann *et al.*, 2021; Howard-Grenville, 2003). Hence, a lack of enthusiasm amongst internal stakeholders in facilitating a firm's green strategy is one of the main issues that occurs within various organisations that want to 'go green'. Subsequently, many of these organisations have to continue to utilise only low-range, unambitious green strategies to meet the minimum 'green' requirements (reactive green strategies). This study has recognised the lack of cooperation amongst internal stakeholders that could prevent the successful implementation of a green strategy.

The next chapter discusses the methodology of this thesis, including the justification of the appropriateness of choosing the classic grounded theory approach to be the research tool of this doctoral study. The pragmatic manner of beginning to propose the utilisation of a classic grounded theory to the university's research committees, as well as an explanation of how the researcher has been using the working definition of the key term 'green strategy' while being able to maintain an openness to the variations of usage terms and interpretations that emerged in the substantive area, will be outlined.

Chapter 3

Methodology: A Grounded Theory Approach

This chapter outlines the methodology used in this doctoral study. The main aim is to discuss the elements of the chosen methodology, which include the philosophical position, justification of the research method, the initial research design, and the first phase of data collection³. The chapter is structured as follows: **Section 3.1**—*Introduction to the chosen research methodology*; **Section 3.2**—*The research paradigm*; **Section 3.3**—*A grounded theory approach*, which includes the rationale for selecting the methodology; and finally, **Section 3.4**—*Classic grounded theory method utilised in this study*.

3.1 Introduction to the chosen research methodology

As a result of weak conceptualisation, poor implementation practices and sensitive issues in the nature of the ‘green’s strategies’ topic itself, up until recently, there have still been many myths surrounding ‘green implementation’ within firms (Lynggaard, 2017; Aragón-Correa & A. Rubio-López, 2007; Peattie & Crane, 2005;). There is still a lack of knowledge surrounding the dynamic between green strategies and internal stakeholders, and especially with respect to the views of the more junior staff and contracted workers. Questions are still being asked about if there has been a significant linkage between the subject of a firm’s green strategies and responses of internal stakeholders; if so, what kind of interaction exists between them. This thesis views that exploring these ‘green’ issues by using the existing formal theories⁴ in

³ Phase 1) Data collection for open analysis will be outlined in this chapter. Next, Phase 2) Theoretical sampling for selective coding and delimiting emergent concept; and Phase 3) Theoretical sampling for theoretical completion, will be outlined in the next chapter—Chapter 4, as the latter two phases are mainly involved with higher level conceptualisation.

⁴ A formal theory is a theory that can imply different substantive areas out of its original empirical study (Glaser & Struass, 1967/2006; Urquhart, 2019).

business management is rather inadequate when attempting to unveil all significant factors within this research subject.

In terms of the selection of the research methodology, I argue that the linkage between a firm's green strategies and responses of internal stakeholders is not ready for rigorous hypothesis testing, nor the qualitative approaches which aim to provide insightful understanding. This is because purely quantitative or most qualitative designs tend to need a theoretical framework to guide their study processes. However, there is no existing theory that provides a research framework based on the specifically 'green' context and condition in organisations. Instead, it could be more beneficial to the wider literature and research community if this current piece of doctoral research can establish a theory that is open to be verified or modified anytime in future studies.

The chosen methodology of this doctoral research is grounded theory. This methodology is appropriate to be used for investigating an emerging phenomenon where a researcher struggles to find an/some adequate existing theor(y)ies to guide a study (Urquhart, 2013). According to Glaser (2005) the method's rigorous approach can help a researcher to go straight into conducting fieldwork and generating a theory in the area of interest without any pre-assigned theoretical framework. This approach is contrary to other research methodologies that need a research framework or are based on previous literature in order to dictate or guide the processes of data collection and data analysis. Likewise, Fernandez (2003) cited in Glaser (2005) that

“GT [grounded theory] is particularly appropriate to studies of emerging organizational phenomena... The method gave the researcher a systematic, effective and efficient approach to formulate a substantive theory...” (p.19).

Responses of (more junior) internal stakeholders to their firm's green strategies can be considered as an emerging phenomenon because there is no previous theory grounded on this particular subject. The grounded theory approach, therefore, was deliberately chosen in pursuing this doctoral study's objectives because its method suggests the notion of conceptualising a new theory from data, rather than testing any existing theory. It also can be seen as a bottom-up approach for analysing data, as opposed to a top-down approach that is widely followed by the majority of research designs (more explanation about the grounded theory approach is outlined in section 3.3).

It should be noted that there are at least three versions of grounded theory; firstly the 'Glaserian' or Classic version, secondly the 'Straussian' version, and thirdly the 'Charmaz' version (Birks and Mills, 2015). After careful deliberation of the alternatives, I decided to utilise the classical mode of grounded theory approach. This classic grounded theory is the founding version that was firstly introduced by Glaser and Strauss in 1967 before other versions of grounded theory came about. Following the introduction of the method, Glaser has since developed this original approach to assist numerous grounded theorists over the next 50 years⁵.

In terms of the contribution to the academic sphere, a classic grounded theory approach can bring a meaningful contribution to the organisational green strategy area. Firstly, this is the first study in academia that will generate a theory that ground the knowledge with regards the responses of internal stakeholders within the organisational green strategy context. Future quantitative researchers can use the theory as a result of this doctoral thesis to set up their research hypotheses. Later qualitative researchers can use the theory as the basis for setting up their meaningful research questions. Lastly, future grounded theorists can also extend the resultant theory of this study at any time by conducting further *theoretical sampling* (Glaser &

⁵ More detailed explanation with regards the differences of these grounded theory versions will be thoroughly explained in the **section 3.2.3**; and the rationale of selecting the *classic* or Glaserian grounded theory will be mainly outlined in the discussion of the researcher paradigm: **section 3.2**

Strauss, 1967/2006; Urquhart, 2013). This theoretical sampling process⁶ is a unique feature of grounded theory, where a future researcher extends the reach of the existing theory by conducting more theoretical sampling in different structural conditions, e.g., extending the reach of the theory grounded in business to branch out into political field in different countries.

To this end, grounded theory research opens the opportunity for any future research to modify or extend its theory. Soon or later, this study's theory can possibly be upgraded from being an 'emergent theory' to a 'middle-range theory', and finally to a 'formal theory'. This was the case with the stakeholder theory of Freeman (1984) that has been extensively applied in many research areas that are out of the scope of business management, such as in public administration, philosophy, or law (Harrison *et al.*, 2015). In the case of this doctoral research, the original substantive area is the firm's green strategy.

The remaining sections in this chapter begin with an examination of the researcher's research paradigm, which includes *ontology* (the belief in the nature of reality), *epistemology* (the belief in the nature of knowledge), and finally *methodology* (the belief in the nature of the inquirer). The discussion of these philosophical topics provides the rationale underpinning any decision made in the processes of this research that will be presented throughout the following chapters of this thesis.

3.2 The research paradigm

It is important to be aware that there is no single way of conducting research (Denzin and Lincoln, 2018). The various approaches to carrying out a piece of research depend upon sets of ideas and beliefs about the nature of reality, knowledge and the theoretical assumptions of the researchers (Birks and Mills, 2015). However, whilst there are some researchers who

⁶ Grounded theory research activity, including theoretical sampling will be thoroughly explained in section 3.4

remain silent about their worldview or research paradigm, this view can be implied from their chosen set of research procedures; this is because a certain type of methodology can, in turn, reflect the school of thought influencing a researcher (Annells, 1996). Therefore, positioning the research paradigm before pursuing other phases of research is a vital way of demonstrating the influence of the various selections of approaches and techniques in achieving the research goals (Birks and Mills, 2015). I portray my ontology and epistemology in the remaining part of this section.

Firstly, ‘ontology’ refers in this context to how a researcher views the nature of reality in this social world (Guba, 1990). Some researchers believe that *reality exists independently from human interpretation*, while others view that *there is no reality that exists independently in this social world* (Denzin and Lincoln, 2018). The former view is known as ‘*positivism*’, whilst the latter worldview is attributed to those who are ‘*constructivists*’ and ‘*relativists*’. For positivists, the inquirers discover reality without co-creating its meaning. Meanwhile, constructivists and relativists believe that the reality of the social world is relatively attached to various human factors, therefore, researchers understand that reality depends on their different perceptions and considerations (Denzin and Lincoln, 2018). Each point of view has its own truth from the perspective of constructivists and relativists.

There is another research paradigm that follows the belief that ‘*truth*’ or ‘*reality*’ is real, but that we can imperfectly understand this (Guba, 1990). This worldview is known as ‘*post-positivism*’; where ‘truth’ still remains a central concept; however, the post-positivists believe that understanding the social world is inevitably attached to the interaction between inquirers and informants (Denzin and Lincoln, 2018). Hence, in the view of the post-positivists, knowledge can be achieved reasonable accurately, but not in an absolute sense. Researchers, therefore, have to find ways to strive to be as neutral as possible in the process of knowledge acquisition (Guba, 1990).

Early grounded theory took place during the time that Barney Glaser and Anselm Strauss were working together to introduce and develop the grounded theory method to the research community— before they both diversified to develop their own unique approaches. Originally, Glaser and Strauss did not emphasise any particular research paradigm for their grounded theory method. However, after the divergence, Strauss sorted and tried to encompass the grounded theory method to fit with a relativist research paradigm, where inquirers believe in social interactions. Relativism posits that there cannot be a ‘reality’ that exists outside our thoughts. Meanwhile, Glaser has made clear since then that the grounded theory method should be a neutral tool for an inquirer, so that it can be applied and fitted in any research paradigm (Glaser, 2005). The rationale of Glaser and Strauss have these divergent ideas are due to the fact that the origin of grounded theory was founded from a combination of two schools of thought. Whilst Glaser has a wide background in quantitative sociology, Strauss was from the school of thought called symbolic interactionism (Birks and Mills, 2015). In other words, Glaser’s root was positivism where truth is considered to be ‘objective’. Meanwhile, Strauss’s was closer to the school of relativism, whereby truth is ‘subjective’.

My ontology, as researcher in this doctoral study, leans towards post-positivism, where ‘reality’ is already assumed as in place, hence we, as inquirers, try our best to discover ‘reality’ in this social world. I believe the process of ‘discovery’ is not a one-time shot, but an accumulation of knowledge gradually over time. In my opinion, discovering the ‘truth’ needs lots of effort from many researchers, using different tools, measuring in different places and times, until soon or later ‘truth’ is found. Once the ‘truth’ is found, ‘the knowledge’ will become more established, yet it is still modifiable to suit a specific circumstance presented at a specific point in time. The ultimate goal of this doctoral research is to discover any previously unrevealed factors that could be a significant influential dynamic linking the interaction between the green strategies of firms and internal stakeholders’ responses. Hence, according

to my ontology, ‘truth’ in the context of this study, should be already ‘out there’ in the phenomenon of ‘organisational green strategies’. In other words, my belief is that the patterns of organisational green behaviour are already set ‘in place’ within the phenomenon, but they have not been uncovered yet.

This theoretical absence can be observed, though the concept of ‘green strategy’ has come to business’ attention widely since 1970 (Peattie, 2001). Somewhat surprisingly, many of businesses have abandoned proactive green strategies from their plans or shifted course to a more reactive green strategy, or even decided to adopt a ‘greenwashing strategy’, which is focused only upon ‘green propaganda’ (Newman *et al.*, 2014). In addition, for decades, scholarly research in many areas, such as strategic management, marketing, or human resources, has had an interest in the green strategy topic (Chabowski *et al.*, 2011), nevertheless, scholars researching the green strategy of firms hitherto have not yet reached a consensus in terms of meaning and practices. The concept of a firm’s green strategies has been evolving in multiple directions, which many times have caused misleading errors in understanding and implementation. For instance, numerous organisations have utilised their ‘green strategy’ as a possible synonym of ‘sustainability strategy’ (Peattie, 2001). Conversely, Magdoff and Foster (2011) stressed that the ‘green’ aspect is only one part of the whole sustainability concept. In the same vein, Elkington (1998) introduced the ‘*triple bottom line*’ or ‘*sustainability*’ concept and clarified that the concept contains the essential three components of a sustainable business—*people, planet* and *profit*. Clearly, the ‘green’ or planet dimension is only a single part of the whole sustainability concept.

Arguably, the scope of green strategy in organisations has still been ambiguous— leading to the possibility that the strategic green plans can be easily faded into the overall sustainability concept. Meanwhile, a greener strategy requires careful alignment amongst top management decisions, integrating with business-units’ strategies reaching all of the ways down to

functional level decisions, which would result in the empowerment of the ‘green team’ of a company (Menon & Menon, 1997). As a consequence of this fragmentary knowledge about ‘organisational green’, discovering the ‘truth’ in this phenomenon is essential. It is also important to note that broad internal stakeholder involvement is the key to successful green strategy (Renwick *et al.*, 2013). Otherwise, green management initiatives without internal stakeholders’ tacit involvement are largely ineffectual (Denton, 1999).

In terms of the process of ‘knowing the truth’ (epistemology), this study assumes that ‘truth’ has already ‘out there’, and a researcher tries her best to get closer to the ‘truth’ as much as possible. This means further validation is required to confirm this ‘truth’. From my viewpoint, discovering a ‘reality’ demands explicit or tacit coordination amongst research communities so as to gradually expand the knowledge of one phenomenon until the ‘truth’ is found and confirmed. In terms of this doctoral study, ‘truth’ or ‘reality’ can be identified in the form of patterns, the researcher objectively searches for patterns of behaviour within the ‘organisational green strategies’ phenomenon. Additionally, the researcher presents these patterns as a set of probability statements of what is likely to happen in the future, so that future researchers can have an opportunity to test or verify these sets of probabilities further.

In a similar way, there is a Thai parable called “*Blindfold an elephant*”. A king asked many blind men in a village to blindfold an elephant. When the king ordered them to describe what the elephant was like, these blind men described the appearance of the elephant in different ways. This is because some of the blind men were able to reach only the elephant’s ears, some of them only its tail, while some only its trunk. Finally, there was an argument amongst these blind men. However, the king said to the people that we cannot know the entire truth unless we take other people’s testimonies and evidence into account. Hence, in the case of this doctoral study, I, as the researcher, tried my best to discover the ‘truth’ in the

phenomenon of interaction between a firm's green strategies and internal stakeholders' responses. Nevertheless, the resultant theory is still open for any further research to validate, modify, or to build upon by adding any precise descriptive findings.

The classic grounded theory method is not only appropriate and adequate to be used according to the background of this doctoral research, but it also support my ontology and epistemology (the belief in the nature of reality and philosophy that deals with knowledges). The classic grounded theory method allows the researcher to let 'truth' (theory) emerge naturally from the substantive area of research. The early procedure is to be open and seek patterns of behaviour, and the latter stage is for the purpose of filling the data gap. Meanwhile, the whole process is to conceptualise and eventually shape a theory as the final product of this study. In addition, some sets of propositions will also be provided in Chapter 7—Discussions as an opportunity that allows the theory to be tested or further explored in future studies. The below sections emphasise classic grounded theory methodology through my first-hand experience, trying best to utilise the methodology in the circumstance of being surrounded by other qualitative researchers who were not familiar with applying the whole procedures guided by grounded theory method.

3.3 A grounded theory approach

3.3.1 Selecting an appropriate methodology

After commencing my doctoral research in October 2016, I spent over a year undertaking an extensive and wide-range review of the extant literature in the fields of business' green strategies, strategic green management, and the linkage between a firm's green strategy and stakeholders. Following a period of reviewing an array of broad literature in this field, I found that the issue of organisational behaviour related to green issues is ambiguous, which from the empirical and theoretical knowledge within strategic management in the 'green' literature is

rather weak and lacks a comprehensive understanding of its wider implications. Whilst concepts are developed, the literature cannot connect them, therefore, are unable to explain the whole dynamic mechanism of organisational green behaviour. Second, the issues of responses of internal stakeholders to their firms' green strategies require a more pragmatic approach due to this phenomenon being emergent in the research society. Thirdly, until this doctoral study, there were some previous empirical studies into responses of internal stakeholders and a company's green strategies. However, there was a lack of theoretically focused studies looking into or on a similar basis to this research topic.

At the time, I studied various possible methodologies that can be able to address the problems in this research area. I subsequently weighed up the strengths and challenges and, on balance, decided to choose grounded theory methodology as my research tool (see Table 3.1 below).

Table 3.1 outlines and displays the comparison between strengths and challenges of each alternative research methodology that could potentially be utilised in this study topic.

Methodology	Strengths	Challenges
Quantitative method	<p>-Suitable for dealing with large numbers and examining complex patterns of interactions between variables.</p> <p>-Allowing the researcher to assess cause-and-effect relationships amongst variables.</p>	<p>-Typically, needs a previous conceptual framework to guide the research process due to the method's propensity to test and validate prior constructed theories.</p> <p>Regarding the background of this research area, the main problem is a lack of research framework to guide the study.</p>
Qualitative approaches	<p>-Suitable for investigating complex and sensitive issues and providing rich explanatory data as a consequence.</p> <p>-a rigorous inductive approach.</p> <p>-Its phenomenological design aims to understand the participants' experiences about a phenomenon by providing a detailed and complete description, referenced by existing theories.</p> <p>-Its ethnographical design aims to describe and interpret a cultural and social group from the holistic view of the researcher who act as an insider, not just an observer.</p> <p>-Its case study design aims to develop an in-depth understanding of single or multiple cases by combining several research techniques to explore a real-life setting in a greater detail.</p>	<p>-The process may be able to unveil new concepts, but it typically focuses on findings that provide descriptive insights into areas of studying, rather than pursuing the development of an explanatory theory.</p> <p>-Normally involves the study of concept by concept which are not necessarily closely related to each other.</p>
Mixed-method design	<p>-Suitable for dealing with a wider analysis of conceptualisation and plurality of perceptions.</p>	<p>-Typically needs prior empirical research or theories to guide a reliable scale from which to measure perceptions towards a firms' green strategies.</p>

Methodology	Strengths	Challenges
		<p>-Very much time-consuming in the case of this research topic because developing a scale model is needed before testing the correlation between variables, and finally qualitatively research based on the numeric findings.</p>
<p>Grounded theory method</p>	<p>-No need for a pre-assigned conceptual framework because data-collection is guided by theoretical sampling.</p> <p>- Designed to explore an emerging phenomenon, or a new domain in the scholarly research community.</p> <p>- It procedures facilitate concepts to emerge from data. These data are closely related to each other until they are formed as the essential element of a theory.</p> <p>-Its core procedures act like a ‘truth tracker’, meaning that the emergent theory is continually tested through a constant comparison process, designed to conceptualise patterns of human behaviour.</p> <p>-Provides a rigorous theory, grounded with data. The theory is explained in the form of a connected set of hypotheses or propositions that is described through statements which connect the concepts together. Hence, theory enables a predictive power of social phenomena to some extent, yet can explain detailed information.</p>	<p>-Multiple versions of grounded theory can be challenging for a novice researcher to understand variations amongst them.</p> <p>-Numerous previous studies applying the method did not explicitly clarify to which version of grounded theory they subscribed to, or alternatively they remodelled the method based on a particular version.</p> <p>-Plenty of debates around the utilisation of the method, e.g., reviewing literature, or the ontological based of the method.</p> <p>-Highly pragmatic, meaning that each pivot that shapes the theory is emergent. There is no single “cookbook” to follow in applying the method. However, a novice grounded theorist should be able to make decision to subscribe to one mode of grounded theory method for constancy and rigour of the research outcome.</p> <p>-Hard to find support from an experienced grounded theorist within Norwich business school, UEA .</p>

Source: Author [based on Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: Sage; Birks M., Mills J. (2015). *Grounded theory: A practical guide*. Los Angeles, CA: Sage.]

Admittedly, I initially hesitated between either applying a grounded theory or using mixed methods because these two methodologies can both deal with the ambiguity and complexity in the context of this research. A mixed-method approach that combines quantitative and qualitative approaches to examine and explore the ambiguity and complexity in the context of a firm's green strategies—such a method can deal with, on the one hand, a wider analysis of organisational green strategy conceptualisation, and on the other, the plurality of internal stakeholders' perceptions. However, eventually, I rejected the idea of using a mixed-method approach because I later realised that this doctoral research did not require a method that only can deal with the ambiguity and complexity in 'green' issue. Instead, it is more important to consider the circumstances of the background literature of this researcher topic.

Firstly, there is a fragmented knowledge about the green strategies of firms, while the responses of internal stakeholders towards green strategies are also ambiguous and complex. Secondly, this research topic ultimately needs to establish a theory in order to bridge the knowledge gaps presented in these two research areas. As the benefit of a theory is that it can reduce the complexity of implementing 'green strategies' within an organisation, because it can enable us to see and enhance our understanding from a wider perspective of a phenomenon. The method can also enable prediction about this social phenomenon to some extent because it reveals patterns of behaviour. As it has been suggested by Gibson and Hartman that

*“Theory is important for several reasons. First, it **reduces the complexity** of the world as we study it by selecting the most important and relevant aspects of that world and highlighting those in detailed descriptions. Second, it involves **specifying***

how the relevant aspects of the thing being studied relate to each other. Third, because a theory can enable us to know how things in the world are related, it can enable ‘predictions’ about the world.” (Gibson and Hartman, 2014, p.2).

Hence, the utilisation of grounded theory approach, in my opinion, is the most appropriate research tool for this doctoral study. The method can also use either qualitative or quantitative forms of data to saturate a new theory (Glaser & Strauss, 1967; Glaser, 1998). In the case of this study which aims to deal with people’s behaviour, including their feelings and thoughts, I therefore chose to start with utilising qualitative data in the formulation process of a new theory. The notion of generating a theory based upon empirical data has a potentially significant contribution to the research community and practitioners. Future scholars and managers can be provided with a foundation for organisational responses, specifically in the area of ‘green strategy’, when a theory has been successfully formulated.

Nevertheless, my main concern at the time was no one in my business school had relevant experience in utilising all main features of grounded theory methodology. Instead, there were some academic staff that had only experience utilising the analysis aspect of grounded theory, but not in utilising the method as a whole suggested procedure. Initially, I considered remodelling the methodology, but after having read my first grounded theory book written by Glaser: *Doing Grounded Theory: Issues and Discussions (1998)*, I was convinced by his arguments—that all features of the method were created to be applied concurrently for a representation of its relevance and rigour.

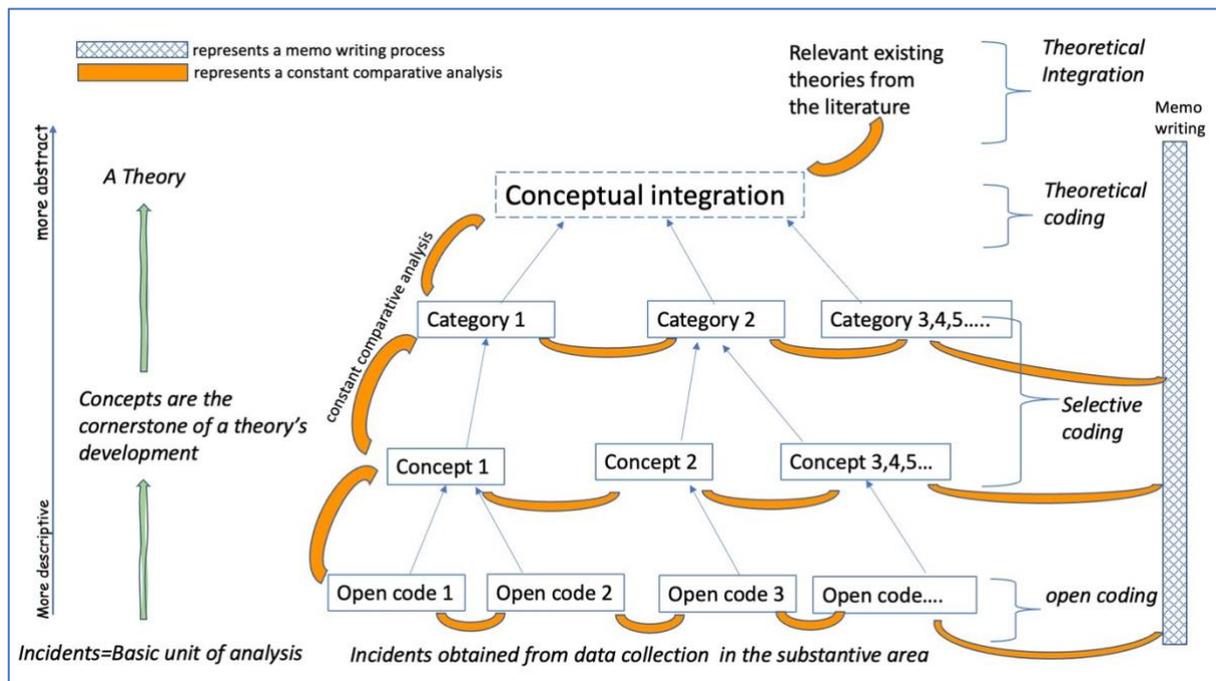
After rejecting the idea of using a mixed-method approach and considering an approach that facilitates constructing a new theory, I determined to seek a deeper understanding of the grounded theory method. I have studied a number of methodological pieces of literature with regards to grounded theory methodology. In addition, I attended two grounded theory seminars

in December 2018. These two grounded theory seminars were held by professional grounded theorists and organised independently from my university.

3.3.2 Choosing a grounded theory approach

Grounded theory is a powerful tool for conceptualising patterns of behaviour as a theory, whilst also providing an explanation with regards to the relationship between formed concepts (Birks and Mills, 2015). The method does not aim to produce descriptive results like other qualitative research strategies e.g., ethnography or phenomenology. A theory built up from a grounded theory method is based upon data from that particular piece of research. Figure 3.1 below demonstrates that the resultant theory closely links with data in a substantive area of its own research, yet it is always modifiable. The outcome of grounded theory is not a completely finished product, it rather could be developed into further hypotheses that can be verified or modified anytime in future studies. The theory also can be continually improved and developed in future grounded theory studies. Hence, grounded theory researchers believe that a theory generated is not a universal 'fact' but is a dynamic ever-developing process of inquiry (Glaser, 1998).

Figure 3.1 A theoretical development process within a classic grounded theory study.



Source: Author [based on Glaser, G.B. and Strauss, L.A. (1968). *The discovery of grounded theory: Strategies for qualitative Research*, London: Weidenfeld and Nicholson].

Regarding to section 3.1, whilst *ontology* comprises the basic belief in the nature of ‘truth’, *epistemology* indicates the relationship between the researcher and the informant, and lastly ‘*methodology*’ is a set of principles and ideas that informs how the inquirer can know the world (Guba, 1990). I finally decided to choose *classic grounded theory method* for this doctoral study because its principal approach underpins my philosophical belief that deals with the nature of existence. The features of classic grounded theory approach, such as *open coding*, *theoretical sampling*, *constant comparison* and *memoing* are designed to conceptualising patterns of human behaviour. In addition, the method does not require a pre-assigned conceptual framework to guide a study (Glaser, 2001). This is because a theoretical framework will naturally emerge during the grounded theory process. Furthermore, Glaser (1998) clarifies that a theory as the outcome of grounded theory method can be modified and evolved in the future.

Classic grounded theory, hence, is finally considered as not only the most appropriate and adequate for the circumstance of this doctoral research, but also fit nicely with my paradigm, as an inquirer to utilise in the process of '*getting to know the world*'. In practice, this doctoral research attempts to generate a new theory based upon data that is derived from the interaction between internal stakeholders' responses and a firm's green strategies. In doing so, I have anticipated that the theory as the final product of this study should be able to answer some key questions, such as what the forms of responses are, and how and why internal stakeholders respond to green strategies in these particular ways. In other words, this study aims to discover a pattern of internal stakeholders' responses, as well as the rationale behind these outcomes, by utilising a classic grounded theory approach.

3.3.3 Classic grounded theory as opposed to other versions of grounded theory

Glaser and Strauss firstly conducted research named '*Awareness of Dying*' in 1965 by using their own invented method. Following this research, many scholars wanted to know the approach they used as at that time there was no grounded theory explained in any textbooks. Therefore, Glaser and Strauss wrote and introduced a book called '*The Discovery of Grounded Theory*' in 1967 (Glaser, 1998). Since the original publication by the two researchers, the grounded theory method started to become powerful and a popular research design in many research areas (Birks and Mills, 2015).

In term of methodological development, while Strauss and his colleague, Corbin, published articles and books from the perspective of qualitative researchers, Glaser continued to sharpen the method based on the principles of original grounded theory. Scholars, therefore, label Glaser's grounded theory approach as 'Classic grounded theory'. Furthermore, several of Glaser's books and approaches have assisted numerous grounded theorists over the globe, either from the quantitative or qualitative school of thought, over the following next 50 years.

For example, Glaser published his 1978 book, namely 'Theoretical sensitivity' to detail the advanced procedures and ideas in generating a theory that is grounded by empirical data. He later published his 1992 book to clarify the differences between 'emergence' versus 'forcing', following by his 1998 book that supports students of grounded theory to be able to debate different critiques on grounded theory, and finally his book in 2005. This latest book by him mainly outlines techniques and approaches that allow grounded theorists to be able to stay open to emergent aspects when conducting theoretical coding.

Although both Glaser and Strauss have advocated that grounded theory is the notion of conceptualising new theory from data, over the years, they had been developing grounded theory in their own ways. One of the most common debates between Glaser's grounded theory as opposed to Strauss's approach is with regards to its place in an existing paradigm and also the need for reviewing literature before getting into a fieldwork environment (Birks and Mills, 2015; Charmaz, 2014). In terms of the paradigm fit of the grounded theory method, Glaser has refused to refer his grounded theory mode to any existing paradigms. He defines the process as an independent research method and has referred grounded theory as to neither qualitative nor quantitative stratagems (Glaser, 1998). On the other hand, Strauss and his co-author, Corbin, indicate that grounded theory is a qualitative methodology that aims at generating a new theory from data (Strauss and Corbin, 2015). Annells (1990) has commented on the research paradigms of Glaser and Strauss by analysing their literature. In her opinion, 'Glaserian grounded theory' seems to move towards post-positivism, whereas 'Straussian grounded theory' leans toward constructivism. However, some grounded theorists have also argued that the method could be fitted to a pragmatism worldview, which aims at an applicable outcome (Annells, 1990).

However, in my opinion, I see Straussain and Glaserian methods have both more or less embraced the notion of 'Pragmatism' as a philosophical position, whereas Glaserian's

approach highly reflects 'post-positivism'. The rationale is that I see both Straussain and Glaserian's ways of conducting grounded theory have more or less the notion of 'pragmatism' because of their provided approaches are not easily understood unless researchers have the first-hand experience in utilising the method. Moreover, the grounded theory method depends mostly on each researcher's decisions during the process of conducting a study rather than following a particular prescribed approach. In addition, the final outcome of the grounded theory method is the tool to judge the study's rigour, rather than researchers' justifications. Meanwhile, Glaserian or Classical way of undertaking grounded theory, emphasises the notion of 'discovering the truth', which is aligned with the belief of 'post-positivism' where the 'truth' is out there, waiting to be discovered.

Another well-known debate between Glaser as opposed to Strauss' grounded theory style is concerned with the issue of reviewing literature. Glaser's method does not encourage a researcher to review literature in the same research area before entering fieldwork. He argues that undertaking a literature review beforehand does not only have the potential of wasting the researcher's time, but also could create a preconceived bias in the process of shaping a new theory from data. Hence, 'abstract wonderment' is recommended by Glaser (1998, p.67). However, Strauss and Corbin (2018), have argued that it is insecure for a researcher to enter into fieldwork with a lack of literature review. Strauss and Corbin further clarify that no one wants to devote their time and resources to studying a particular topic that has been previously wholly studied or fully covered. Therefore, from the point of view of Strauss and Corbin, reviewing the literature beforehand can assist the researcher in identifying problems in their particular fields of interest *before* starting a new project.

Later, the second generation of grounded theory was developed by Kathy Charmaz. Charmaz adopted and re-constructed the approach in order to give more voice to participants (Morse *et al.*, 2006). However, Glaser's approach is about conceptualisation (or in other words,

looking for patterns), rather than giving voice to his participants. Glaser's rationale for this is that he suggests the final theory will be able to recognise what those participants are doing through the process of conceptualisation. Whereas Charmaz believes that a multiple reality exists, and a theory is the product of *co-creation* between researchers and participants. Charmaz's grounded theory, therefore, aims to provide an interpretative notion of a study, rather than an exact picture of reality (Gubrium and Holstein, 2001). Her particular version of grounded theory focuses on learning how the participants construct their actions and meanings. Moreover, she suggests that an inquirer tries her best to get close to the inside of participants' experiences. Hence, Charmaz's grounded theory usually incorporates the perspectives of a researcher into the resulting theory. To conclude, Charmaz' grounded theory is built upon the constructivism paradigm. Meanwhile, Glaserian grounded theory (Classic grounded theory) is seen by many scholars from its root as being objectivism or post-positivism, however, he emphasises that his approach can account for every paradigm.

Grounded Theory is unlike the traditional research methods in quantitative and qualitative studies in which a researcher needs to have a set of research questions pre-guided by a literature review or have a set of hypotheses in order to be tested and verified in a study. In terms of the classic grounded theory, a researcher stays open-minded as much as possible by not entering the fieldwork with a set of assumptions or hypotheses. Gibson and Hartman (2014) portray that 'openness' is a significant attribute to distinguish each grounded theory version. Let us assume that we draw a horizontal line and plot the positioning of each grounded theory version on this scale. The attribute with the most *openness* shall be marked on one end, whilst the opposite end shall be a more *compromising* attribute. Glaser's version of grounded theory would be plotted on the end with most *openness*, whilst Charmaz' version would be at the opposite end of the scale (compromising), and Strauss's version would be somewhere in the middle of the line.

In practice, maintaining the ‘openness’ in grounded theory is to use open research questions, neutral data collection and to avoid pre-conception (Gibson and Hartman, 2014). Should one question with regards to the possibility of remaining the ‘openness’, Glaser (1978) comprehensively provides guidance in his ‘Theoretical sensitivity’ book. However, in an essence, I found that grounded theorists can ensure they retain the quality of ‘openness’ and stay free from forcing data into the theory by constantly performing ‘**comparative analysis**’. This means a grounded theorist compares his/her incidents to incidents, incidents to codes, codes to codes, concepts to concepts, or even ideas to ideas from memos. In the instance that an analyst unintentionally loses his/her ‘openness’, this constant comparison will pick up the error, which causes the data are not shown in patterns. For example, let’s say that if a researcher insists on this correction and move on the collect more data, he/she cannot compare new data or codes to prior emergent patterns (concepts). Finally, the outcome of this loss of the ‘openness’ will be shown from his/her resultant theory that is not fit and relevant with data, and also comes out as a thin theory.

Glaser’s grounded theory is labelled as classic grounded theory because his version does not compromise with regards ‘openness’. Furthermore, it exhibits openness in terms of all the aspects mentioned above. Likewise, in the original grounded theory that was first originated in 1960, Glaser and Strauss had open-minded to what participants saw as the main problem, rather made pre-assumptions based upon prior literature. At the time, their concepts emerged from the observation of data. Glaser emphasises that a grounded theorist is not supposed to *use* her pre-conceived ideas in shaping a theory. This can be achieved by remaining open to any theory that emerges from data. At this point, we can notice that Glaser uses the term ‘not using’, which has a different meaning to ‘not having’ a preconceived idea.

Many researchers might argue that it is impossible for one researcher to enter fieldwork whilst *not having* any preconceived idea (an empty head). However, Glaser clarifies that a

grounded theorist sets aside their professional knowledge by not using it to analyse their data. This means, a researcher is free to use his/her professional knowledge to assist the process of theoretical synthesis, but not using preconceived knowledge to force data to a theory. In the case of this doctoral study, I **did not** use the familiar jargons reading from prior literature to name my concepts or categories, but I used them to understand my data and my study. As Glaser (1978) stresses that a grounded theorist does not over influence their professional jargons or knowledge to code the data. Otherwise, the resultant theory will not be grounded by the data under study, and it could rather be contaminated with the researcher' preconceived ideas, which is also known as 'forcing data'.

Despite being a family of methods, other versions of grounded theory compromise openness. For example, we can find preconceived problems in Charmaz' version because a researcher guides what she believes to be the problem of her participants before entering the fieldwork (see Charmaz, 2006). From the perspective of classic grounded theory, the method guides the researchers to discover the problem directly from participants in the fieldwork, rather than what they have been informed of by the existing literature. Since what is shown in the literature may not necessarily be an issue within the research population, Glaser recommends that grounded theorists *delay* their reading of the literature. However, once the core category begins to emerge, he suggests that a researcher can start reading literature that is related to this 'emergence'. In the case of a researcher finds more than two potential core categories, he/she chooses the one they want to study the most. Following this, a researcher can then thoroughly review the literature in the chosen field related to his/her chosen core category. It is at this point that literature is then read and can be integrated into the resultant theory. Delaying the review of literature also helps a researcher to not force their work by using pre-conceived concepts when forming a theory (Glaser, 1998). For example, if an analyst cannot find any patterns, it may be because of preconceived ideas about data.

I, nevertheless, had already undertaken a literature review for a year before deciding that the use of classic grounded theory should be utilised. In this regard, Glaser (1978) later gives a further clarification in his book “*Theoretical Sensitivity*” which posits that when one reads a literature review beforehand, it is normally moved to the background of the study to set the scene for the readers. However, a degree of ‘*Theoretical Sensitivity*’ should be employed. This ‘theoretical sensitivity’ is not a specific stage, but it refers to consciously having a sense of theoretical thought throughout the process of developing a theory (Glaser, 1978). As mentioned earlier, one crucial approach to maintain sufficient theoretical sensitivity is to perform ‘**constant comparisons**’ which is an approach to help minimise the preconceptions of researchers (see Figure 3.1 above).

This constant comparison entails the exploration of similarities and differences across incidents occurring within the data, and it should be done throughout the research. In practice, with regards to conducting a constant comparison, for instance, if an analyst compares “Taking time” to “Caring time”, she is comparing concepts with other concepts. If an analyst compares “I slowly spend my time” to “I prioritise my time the most”, she is comparing incidents to incidents from data. These notions of ‘theoretical sensitivity’ and ‘constant comparative analysis’ will be thoroughly explained in the following section- section 3.4.4.

In summary, classic grounded theory is the founding version amongst other versions within the grounded theory methodological family. It was initially devised by Glaser and Strauss in 1960 and introduced to the research community in 1967. Later, Strauss developed the grounded theory approach to be more systematic and more congruent with his relativist research paradigm, whilst Glaser still strictly adhered to the foundation of the original grounded theory. Glaser continued to develop the grounded theory method over the next fifty years based upon its unique principles that were established during its original period (1960-1967). Scholars at that time recognised Glaser’s grounded theory to be the Classic grounded theory

method. ‘Openness for the emergence’ is the fundamental quality of classic grounded theory. The method does not force data by early categorisation of the condition, action or consequences of a phenomenon, nor by identifying the participants’ problem beforehand. Moreover, Glaser suggests that a grounded theorist should be free from using any pre-conceived ideas and focus their efforts upon searching for the patterns within the data first. Subsequently, a researcher integrates concepts, finds the relationship amongst these concepts, and finally generates a theory.

The next section focuses on further outlining the foundations of classic grounded theory that are to be utilised in this doctoral study

3.4 Classic grounded theory utilised in this study

3.4.1 Rationale for choosing classic version of grounded theory

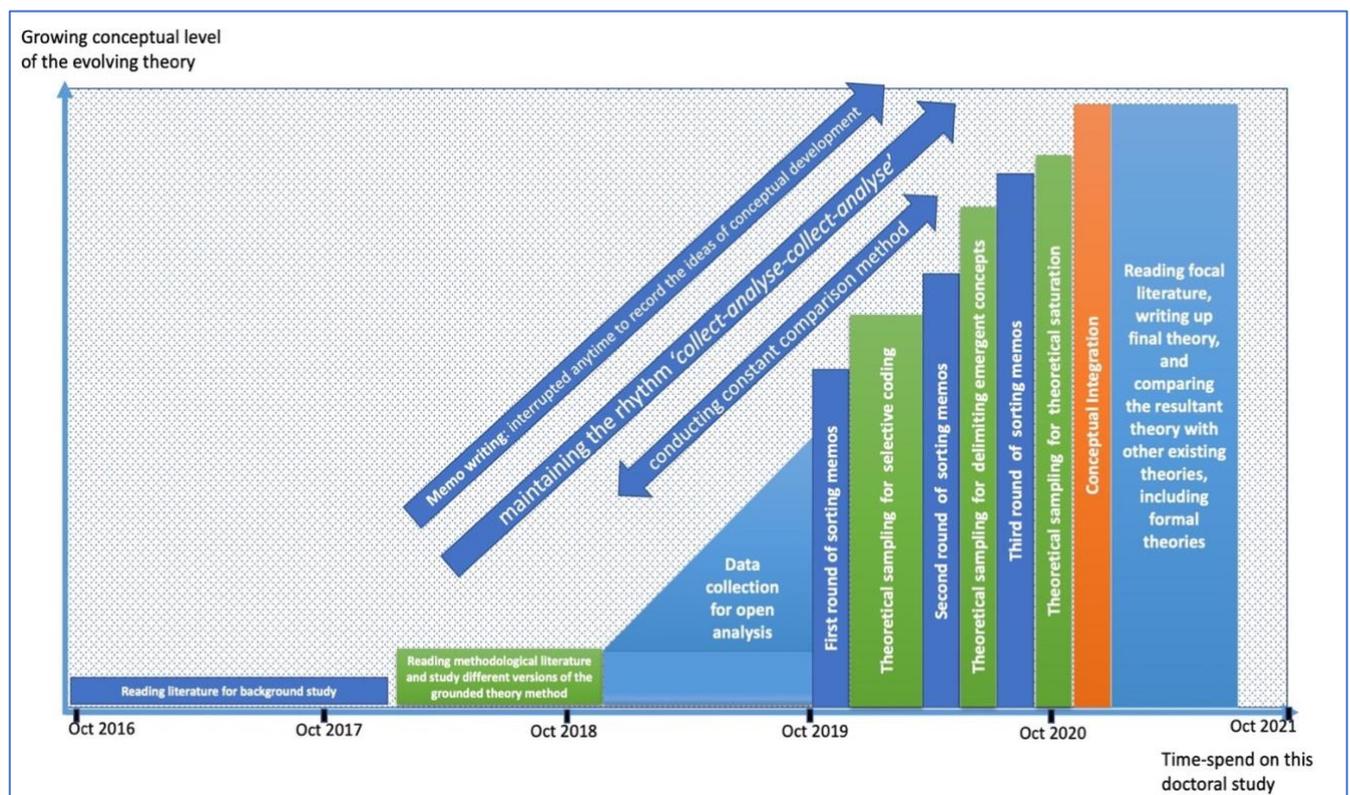
According to section 3.3, there are many ways to apply the grounded theory method, however, I have chosen to utilise the classic version of grounded theory for three reasons. Firstly, I am convinced by the original approach of grounded theory that Glaser and Strauss introduced in “*The discover of grounded theory: strategies for qualitative research*” (1967). Second, the emphasis of classic grounded theory fits with my research paradigm— (*positivism towards post-positivism*). Glaser and Strauss (1967) allow flexibility guidelines rather than rigid instructions to follow in order to generate a theory. The original approach also allows theory to emerge, rather than forcing it to come out. Furthermore, the approach is practical, meaning that it focuses on the end product, which is the resultant theory. Third, I realised that it is inadequate for a relative inexperienced grounded theorist such as myself to remodel the approach. Hence, I decided to use classic grounded theory and tried to strictly follow the classic grounded theory approach.

In terms of the emphasis of classic grounded theory, it does not aim at simply describing research participants' perspectives, as with other approaches in qualitative research. The main aim of classic grounded theory is to *find new theories* that emerge from data analyses and to be able to *explain the fit between newly formed theories and the data under study* (Glaser and Strauss, 1967). However, there are many researchers who do not understand the rationale behind what Glaser recommends when utilising a classic grounded theory approach, such as the issue of delaying the reviewing of literature. Likewise, many researchers do not fully understand the concept of 'openness to the emergent', and as a result, they have reshaped classic grounded theory. For instance, remodelling grounded theory by using only its analytical approach for their qualitative data (Glaser, 2003). However, grounded theory was actually invented as a holistic methodology, which means it has a whole internal procedure and method which **should not** be taken in part (Glaser, 1998). Rejecting some fundamental methods as suggested in a classic grounded theory package, one might unconsciously force the theory and it consequently comes out as a thinner theory (Glaser, 2003).

This doctoral study applied the whole package of a classic grounded theory approach in gathering and analysing data. The research process embraced key approaches of classic grounded theory, which includes *open data collection and analysis; theoretical sampling and selective coding; theoretical coding and conceptual integration; constant comparative analysis and memoing; and theoretical sensitivity*. Nevertheless, I accept that prior to conducting the fieldwork, it was difficult to understand these key approaches within the classic grounded theory methodological package from only reading books on the topic. Until I had a chance to really apply them in a practical manner. Since the grounded theory method is most effectively learned by doing. Glaser (1998, p.19) encourages novice researchers to 'just do it', by just start collecting and analysing data.

The remainder of this chapter outlines the starting point of utilising classic grounded theory of mine. It was done through various ‘learning by doing’ experiences. Hence, I, as the researcher of this doctoral study and a novice grounded theorist, demonstrate to the reader not only the correct ways of utilising the method that I finally found, but also some mistakes and how I fixed or pivoted around them during my four years period of studying and applying the method. Figure 3.2 demonstrates the inclusive five-years period of this doctoral research, from literature review, undertaking classic grounded theory method, to writing up the final theory.

Figure 3.2 demonstrates the whole grounded theory process of this doctoral research.



Source: Author

3.4.2 Forming the research questions

Due to a lack of understanding surrounding the differentiation between forming research questions for classic grounded theory and other typical qualitative methods, initially, this study posed four research questions:

1. What perception do internal stakeholders have of their firms' green strategies?
2. How do internal stakeholders behave in response to their firms' green strategies?
3. Which organisational factors impact the responses of internal stakeholders to their firms' green strategies?
4. Which personal factors impact the responses of internal stakeholders to their firms' green strategies?

On further study of the method, I realised that these questions were not neutral and, to some extent, were shaped by preconceptions derived from the literature. A fundamental tenet of grounded theory is *emergence*. In order for a theory to emerge a researcher must have an open mind as to *what is going on* in the substantive area. The classic grounded theory method, therefore, requires researchers to use open research questions, which in turn leads to neutral data collection where the data collected is free from preconceptions (Gibson and Hartman, 2014). In the case that there are preconceptions, the grounded theory method will eventually eject these aforementioned preconceptions, since they do not pattern out—the result of this is that a study will take more time to complete (Glaser, 1978; 1998).

The initial research questions listed above, however, tend towards being more closed than open because they contain variables imposed from literature, such as '*personal factors*' or

'organisational factors'. These research questions were therefore modified to maintain the 'openness' and became:

1. What is/are the main concern(s) of internal stakeholders (employees, contracted workers or ancillary staff) who are working for a company that employs green strategies?
2. How is this main concern processed or resolved?
3. How do various conditions affect the said processing or resolving of this main concern?

These modified research questions are not included any pre-assumption and so are less likely to force the theory in a preconceived direction.

3.4.3 Writing a research proposal

Emergence

Apart from the issue of the research questions that were modified to maintain openness, there remains the issue of writing a research proposal for the ethical review and research committees. Although this research did not involve dealing with a vulnerable group of people, typical research proposals are expected to contain enough information for the university's ethical review committees to review and approve the study's research design prior to the researcher entering the fieldwork. In preparing this research proposal, I tried to balance the requirement of the PhD process with those of the classic grounded theory process: sometimes the two can be in conflict. For example, the university's research proposal template asks the researcher to declare how many participants are likely to be recruited and to state their backgrounds and also asks for an interview guide. Where interviews are being conducted, the

tenet of emergence requires that very open, ‘grand tour’ questions are asked in order to allow the participant to reveal what matters to him/her. The questions submitted for review are provided in Appendix 1 and 2.

The emergence nature of the grounded theory method also means, however, that it is not possible to know exactly where the data for a grounded theory study will come from in advance of conducting it. I, therefore, decided not to speculate about the final number of participants nor their make-up in order not to be constrained by the estimate. Instead, I provided a coherent ‘explanation’ about the nature of classic grounded theory, explaining that it would be counter-productive to compromise the classic grounded theory process simply to comply with the typical research proposal criteria.

Maximising discovery

A classic grounded theory study seeks to identify a main concern of the substantive population of the study and how that concern is resolved or processed: it seeks to understand patterns of behaviour and what varies that behaviour. A key stage is finding the core category, to which most other concepts relate, where the core category is often a dimension of the solution. In order to facilitate the discovery of the core category a researcher seeks to maximise her/his possibilities of obtaining sufficient data to develop her/his theory. I, therefore, planned to interview internal stakeholders who designed the green strategies notwithstanding that the analysis will be conducted from the perspective of the *implementors* of an organisation’s green strategies. This is because (i) talking to the green designers or decision-makers would enable me to understand the policies and tactics of the green strategies under which the implementors work, which in turn would enable me to conceptualise the structural conditions with shaped and varied the implementors’ behaviour as they sought to process their main concern; (ii) the

green strategies decision-makers were also knowledgeable about and be able to provide data about the experiences of the implementors of the green strategies.

Many published studies focus on the perspective of green managers or green decision-makers. In this doctoral study, I seek to highlight the responses from the perspective of other internal stakeholders that have not been fully understood by any prior research: that is the junior members of staff. The remaining part of this section describes in further detail what I explained to the University's ethical review committee and other research committees, so as to assure them that the grounded theory method has its way of correcting internal and external validity.

Planned data collection

The objective of this grounded theory-based research is to find the main concern of those implementing green strategies and how they address this concern. A further tenet of grounded theory is that 'all is data' (Glaser, 1998), that is that any data that is of the substantive area of interest may be collected and analysed. Data to be collected and analysed, in the case of this study, could include (i) internal and external documents relating to the company's green strategies; (ii) interview data from conversations with the designers of green strategies; (iii) data regarding national and international green laws and regulations governing the companies; (iv) data from conversations with implementors of green strategies and; (v) observations would be also conducted.

In the view of one classic grounded theorist, it is important when observing participants to ask the person why they are behaving in a particular way since it is not enough to impute meaning to an action (Andrews, 2019). Thus, interviews and observations of those implementing green strategies were conducted in parallel with interviewing. For example, if the researcher notices an employee put a particular type of rubbish into a bin, the researcher could also ask the employee why they put that rubbish into that bin. Glaser (1978) advises that

the theory explains *what is going on* in the area of interest from one perspective. This means that whilst data of different types can be collected from varied sources, all of the data collected would be analysed from the perspective of the green implementors.

Plan to protect participants' data

A separate document that comprehensively outlined how the data would be collected and protected under the UK GDPR 2019 (Guide to the General Data Protection Regulation) was provided to the university research ethics committee (see Appendix 3 and 4). According to this, each research participant would be invited to read a three-page 'Privacy notice' prior to conducting an interview. Therefore, the participants acknowledged the specific purpose of data collection on this occasion was to investigate and to understand the different forms of internal stakeholders' responses to a firm's green strategies. More importantly, they were also notified clearly that their personal information may be shared with some other research members of the Norwich Business School. However, in that case, the participants' personal information which would be able to identify them, such as their names or their work positions would be removed before being shared. Hence, the participants had a reasonable amount of time to consider all the information about how their data will be conducted and kept before giving their consent.

Plan for conducting interviews

A structured interview guide is likely to force the direction of conversation accordingly to the preconceptions of the literature and/or the researcher, thus impeding 'discovery'. In order to be consistent with the tenet of emergence, I, therefore, begins collecting data using a selection of open, 'grand tour' questions intended to allow the participants to guide the direction of conversation about what matters to them (Glaser, 2009). In the later phases of the

study, when theoretical sampling, questions are more specific and arise in correspondence with the emergent concepts.

Initially, general questions would be asked, and the researcher then let the participants speak about the issues which they personally wish to discuss. Importantly, in the stage of open data collection, the interviewer would encourage her participants to speak up on topics which matter to them. In other words, these initial interview questions would be a ‘ground tour’, meaning that these questions try to find the most energetic responses from the informants. Nevertheless, in the late phases of this study, an interview guide can be set to be more relevant to its emergent theory. Hence, an interviewer utilising grounded theory would be an active listener and keep interviews flowing naturally as conversations. Interview questions would be crafted towards issues that are of interest to the participants and encourage them to be comfortable to talk. These questions would be asked for the purpose of finding questions that would ‘instil a spill’ (Glaser, 1998, p. 111), meaning that these questions would trigger the participants to talk and to keep talking without much prompting from the interviewer. The open interview questions designed to act as a prompt to the respondents were as set out below:

For the implementors of the green strategy, I asked:

1. Can you tell me about your firm’s green strategy?
2. How do you feel about your firm’s green strategy?
3. What do you think about your firm’s green strategy?
4. What are your experiences of implementing the green strategy?
5. Please tell me what your green strategy means to you? And what does it mean to your firm?

For the green decision-makers of the company, I posed these questions:

1. Can you tell me about your firm's green strategy?
2. How do people implement the green strategy?
3. How do you feel about the green strategy?
4. What do you think about the green strategy?
5. What part of the green strategy works best and what doesn't work so well?

With regards to the number of participants, it was unrealistic to state beforehand how many total participants would be involved in this study because the grounded theory process is expected to continue until *data is saturated*, meaning that there is no new concepts or problems relevant has emerged through the prolonging of data collection process (Glaser and Strauss, 1967). Guest *et al.* (2006) demonstrate that the data saturation of research into perceptions and behaviours of people mostly occurs within the first twelve interviews. These authors also recommend that exploratory research into attitudes of various groups of participants can expand the number of participants up to 60 to 120. However, a researcher can expect to find a core category within the first twelve interviews (Guest *et al.*, 2006). Therefore, this study was expected to interview 50 or more internal stakeholders or until no emerging categories are found. Nevertheless, I had to emphasise to the research committees that the number of participants depends on pragmatist, meaning that it depends on how much time participants give to the interviewers, as well as the quality of data and accessibility. Furthermore, pre-determining the number of research participants is not the case in a classic grounded theory. Instead, a grounded theorist maintains collects the data until the data teaches her/him no more about the topic, meaning that study has already reached the stage of **theoretical saturation**, as a result, a grounded theory can discontinue data collection and/or analysis (Glaser and Strauss, 1967).

To this end, the research proposal of this doctoral study (utilising classic grounded theory method) was coherently written in such a way that it maintains flexibility in the research question and design as suggested by Andrews *et al.*, (2017).

3.4.4 Conducting fieldwork

Following approval of the research proposal by the university ethical and research committees, the data was gathered over a period of two years (from January 2019 to January 2021) (see Table 3.2 below). The ‘substantive area’ or the field of research was *for-profit-organisations* in the UK, excluding charity or NGO (non-profit organisations). The research population comprises internal stakeholders who carry out the green strategies which have been designed by other internal stakeholders. Where the internal stakeholders both designed and also carried out the green strategies, they would be included in the research population. In addition, these internal stakeholders ranged from high, middle and lower management tiers. Each participant was recruited from different departments of the business organisation, such as purchasing, research and development or marketing. Varying participants from different divisions could allow the researcher to compare the emerging categories (Draucker *et al.*, 2007).

The interviews were conducted by applying an open interviewing approach. The informants were free to choose whether they preferred to be interviewed face-to-face, over a phone call or a video call. Additionally, due to the fact that my study was not limited exclusively to research participants from British employees at UK based companies, some informants could speak Thai, while also being fluent in English. They, therefore, were free to choose whether to be interviewed in Thai or in English (Thai is my mother tongue). These interviewing strategies are designed to build a rapport between the researcher and the informants. As Glaser (1998) suggests that a researcher conducts his/her interviews in a

conversational style, seeks to find questions that ‘instil the spill’, and more importantly, stays open-minded and tries to capture what is going on in the field. This is because using interview in a grounded theory is not just simply interview, but it is a social encounter and pragmatist (Glaser, 2003).

In total, I, as the researcher, conducted 4 pilot studies, interviewed 31 informants, 12 emails and 1 fieldnote until theoretical saturation. Of these 31 informants, the researcher returned to interview further a handful of these in order to provide ‘theoretical completeness’. This refers to ensuring that the researcher had received the complete foundation of information required to generate a new theory from scratch.

Table 3.2 Stages of this current grounded theory study.

Study stages	Tasks	Explanation	Time period
1	Open data collection, data analysis, open coding and memoing.	At this inductive stage, a researcher opens to everything that is emergent in the field.	January 2019 – Oct 2019
2	First round of sorting memos.	An analyst tries to find an explicit theoretical structure by integrating emergent concepts or categories together. (Using PowerPoint)	November 2019
3	Theoretical sampling (data collection), selective coding, and delimiting emergent concepts.	After the core category was identified in open analysis, one moves into the more deductive stage of the study and commences theoretical sampling. What is important to the study should be known. More specific data will be collected to fill the missing related categories. The grounded concepts will be saturated at this stage.	January 2020 – January 2021
4	Second round of sorting memos.	An analyst tries to find an explicit theoretical structure by integrating emergent concepts or categories together. (Using NVivo)	February 2020

Study stages	Tasks	Explanation	Time period
5	Third round of sorting memos	An analyst tries to find an explicit theoretical structure by integrating emergent concepts or categories together. (Using hand sorting method)	April 2020

Source: Author

Phase 1: Data collection for open analysis

In the initial phase of interviewing, I started in January 2019. Table 3.2, the first stage of a classic grounded theory is open data collection, open coding and memoing. This stage utilises an inductive approach. At this stage, I was open to everything that was emergent in the field. This means I could not know what data I was going to collect specifically in this initial phase of data collection. Therefore, I started by conducting two pilot interviews with two employees: one from a cement company, and another one from a private international school. These pilot interviews were carried out for the purpose of testing the prompted interview questions and practicing utilising an open interviewing approach. As a result of these pilot interviews, I decided to use, as planned, semi-structured questions and then open interviewing once the interviewees were more comfortable talking with the interviewers.

Maintaining the momentum

In the open data collection, I used an open sampling approach (Corbin & Strauss, 2015), which means that I went directly to the employees of UK based firms. At this stage, I interviewed in total 13 internal stakeholders who work for various U.K. based companies (see Appendix 5). Of these 13 interviews, I tried to maintain the rhythm of *collect-analyse-collect-analyse* as suggested by a classic grounded theory approach. Nevertheless, there were problems with regards to recruiting people for interviews. Firstly, people *who did not know much* about

their firms' green strategies and people *who did not really care* about the environment did not want to be interviewed. Although I explained to them that the interview questions focused only on their views and would like to find out how the company should be improved in terms of green strategies, these two types of participants were less likely to agree to be interviewed.

Secondly, people who accepted to be interviewed asked for rescheduling. This led to the researcher not being able to handle the timeslots properly when several requests came in at the same time. Lastly, the gatekeepers who agreed to help with the access were very busy and unpredictable. A combination of all of these problems made the on-going interview process difficult to maintain the momentum of *collect-analyse-collect-analyse*. As a result, there were gaps in the interview schedules and workloads in some weeks.

Many times, the interviewees agreed to be interviewed during a very tight time period, this caused some months to be loaded in interviewing and less time to analyse data before going to the next interview. Nevertheless, I committed to analysing my fieldnotes as if there was a very tight time period between each interview. In doing so, interview questions for the latter participants have some sense of guidance from emerging concepts, that are constantly developing from previous interviews. As suggested to a researcher who does not have the luxury of overlapping time between data collection and data analysis by Urquhart (2013) that

“... in this situation, is to review data that have been collected and do a preliminary analysis of any emerging themes. Such analysis may give ideas for new interview questions and what to follow up in subsequent interviews” (p.64).

Open coding and memoing

In terms of the analysis of opening stage, it took time in the beginning of analysing grounded theory data because I had to go back and forth, reading and studying how to code

and how to do the constant comparative analysis. Despite studying Glaser's books, there was an over-coding problem. I had overly focused on assigning too many concepts to the data and overlooked them as a pattern. This is because I had attempted to apply the line-by-line analysis technique as suggested by Glaser (1978) that

“The second rule is to analyse the data line by line, constantly coding each sentence. This may seem somewhat painstaking, but as codes emerge and saturate, it becomes easier and faster” (p.57).

However, I later learnt that Glaser suggests this line-by-line technique based on fieldnotes, not the full transcripts.

“...a solo researcher doing grounded theory my advice is: DO NOT TAPE INTERVIEWS.” (1978, p.107).

Admittedly, I understood what Glaser suggests in his book concerning time-wasting and being overwhelmed with unnecessary data. He further clarifies that it is quicker to code and analyse the data from fieldnotes. However, as English is not my first language and due to the fact that I mostly interviewed people who are native in the English language, my preference for effectiveness is to do both— taking fieldnotes and also recording the interviews. Despite being more time-consuming, in my own circumstances, I can see the benefit from using this data-collection strategy. Firstly, when there were gaps between the interviews, I could use time productively to code and quickly analyse the data before conducting the next interview. Secondly, I could transcribe the interviews whenever I had enough time to do so. I later filled

in the surrounding contexts to my fieldnotes and properly analysed the data using computer software.

The first 6 interviews were analysed by using *NVivo*® software. About 22 concepts and almost 80 properties were found. However, as I was totally new to the software, it was difficult to move and link those concepts and properties freely whilst also doing the constant comparison. After facing this problem, I realised that the system of *NVivo*® restricted me from discovering new concepts because of its systematic interface. Glaser (1978) mentions that in an open analysis, a researcher should let the concepts emerge from the data as much as possible without considering the relationships among them. In doing so, the risk of forcing data to confirm an analyst's preconceived ideas would be less. Hence, I switched from using *NVivo*® software to using the outline view and margin functions in *Microsoft Word*® to code and compare the incidents and concepts. I opened two interviews at a time when coding by using *Microsoft Word*® margin function and another file to compare the emergent concepts by using *Microsoft Word*® outline view⁷. This comparison approach of mine is consistent with Glaser's explanation in his "*Theoretical Sensitivity*" book that

"...the constant comparative method detailed the process of comparisons involved in generating theory and in sampling to further emerge the theory. First, the analyst compares incident to incident with the purpose of establishing the underlining uniformity and its varying conditions...secondly, the concept to more incidents generating new theoretical properties of the concept and more hypotheses...This comparison of concept to further incidents has the purpose of theoretical elaboration,

⁷ See sample illustrations of this process in the next chapter– Chapter 4 Conceptual Development Process, section 4.2– Phase one: Open: coding.

saturation, and verification of the concepts, densification of the concepts by developing their properties, and the generation of further concepts”. (1978, p.50).

In my opinion, NVivo® is designed to encourage the users to organise data whilst at the same time carrying out analysis, as opposed to *Microsoft Word*®. As a result of using NVivo®, it was forced to pre-maturely identify the relationships between concepts, which is not the purpose of ‘open coding’. Glaser (1978, p.56) describes open coding as ‘running the data open’. Having switched to use *Word’s margin* and *Word’s Outline view*, I was more comfortable that I would not use my preconceived ideas during the analysis. This is because this basic TEXT software facilitated me to perform the constant comparative approach, which led to any *false analysis* would soon become corrected.

All additional ideas related to the conceptual development were recorded as *memos* in a separate *Word* document. Throughout the process of conducting this grounded theory study, I had 3 files for all memos: 1) Early memos, 2) Mid stage memos, and 3) Mature memos, which were gradually growing accordingly to the progression of theoretical development (see the sample memos in Appendix 8). I did not worry extensively about the fit and relevance amongst these memos when I recorded them, because these memos would be later cut, re-organised. This would lead to finding the best place of relevance in the process called “*sorting memos*”. In doing so, I could avoid using my logical elaboration to form the concepts, and instead let them freely and naturally emerge. Likewise, Glaser (2005) states that

“...But when the researcher is genuinely trying to do GT, the first confusion is the general idea of theoretical coding of the data for substantive categories and for TC model with TCs. This is an unfortunate terminological confusion. Both types of codes [substantive codes and theoretical codes] emerge in memos.” (p.10).

I had been writing memos since starting the fieldwork. These memos contain my emerging ideas and theoretical content, which show how the theory grew. Although writing memos is for my private use, it is vital that they be written throughout the process of grounded theory because it allows a grounded theorist to illustrate internal validity of the project (Birks and Mills, 2015). Furthermore, memoing or memo-writing is one of the four crucial aspects used in classic grounded theory, including *constant comparison*; *theoretical sensitivity*; and *emergence*. These approaches were designed to correct the researcher's possible biases, engender trust, and validate rigour of this study (Glaser, 1998). Therefore, I interrupted myself with memo-writing whenever I had an idea that could be useful to help shaping the final theory. In addition, there is no recommendation with regards to the form of memos. Instead, Glaser (1998) suggests grounded theorists are free to write memos in their own utterances, which can be in the form of moment captures, words, paragraphs, diagrams or a few pages. In other words, memoing means moment captures that I had been written continuously since the first day of my fieldwork. It helped me to keep track of my emerging ideas that could be sorted into a theory later.

In short, these memos represent my learning curve, as the role of a grounded theory analyst. In the early phase of analysis, my memos were ideas about the substantive codes and naming concepts (also referred to as naming patterns of behaviour). In the mid-phase of analysis, these memos were concepts and substantive codes relate to one another. In the latter phase of analysis, these memos grew to a more conceptual level in accordance with my evolving theory. Moreover, I did not only write memos to document the emerging ideas with regards to theoretical development, but I also repeatedly chose comparative places to sample more data, which is known as *theoretical sampling*. As this study progressed, memoing rose from a substantive level to conceptual level and finally were sorted (see Figure 3.1 above), meaning that the emerging ideas recorded in memos were related and shaped into the final

theory. A sample of memos in this study will be shown in the next chapter- Chapter 4: Conceptual Development Process and in Appendix 8.

Emergent concepts

In my view, naming emergent concepts is a challenging task. According to Glaser (1998), he suggests that a grounded theorist names a concept by choosing a word or phrase that mostly grasps the pattern of behaviour. This naming activity sounds simple, but actually, it is very crucial to the grounded theory approach. It is the ‘conceptualisation’, which is the attempt of an analyst to look for patterns of behaviours within and amongst people, naming these patterns, and trying to lift them up to a more abstract level. Furthermore, the best selection of a concept name should be an imaginary word or phrase that show a progressive action. Therefore, in this open stage, I spent a certain amount of time to name each concept, however some of them might not have been the best choice at that moment. Most of the concept names at this stage, I mostly borrowed from the participants' words. Therefore, I took notes in the memos that some concepts should be modified in the future. Especially coding incidents from Thai transcripts, I coded them in the English language, and then compared each code with other codes. Moreover, I discussed each code with some native English speakers, both academic and non-academic, as suggested by Urquhart (2013). This strategy worked quite well because after I had found more incidents that fit in one concept, the idea of its name arose. For example, "Manipulating green", later, was changed to "Interacting green" and finally was changed to "Handling green" as a result of more data found and resulted in the researcher seeing the bigger picture of the pattern. The rationales for making these changes will be thoroughly demonstrated in the next chapter— Chapter 4.

Later in this opening stage, all the over-coded codes were collapsed and cleaned up (more detail is outlined in Chapter 4). By the end of October 2019, **I completed 13 interviews in**

total for my open data collection and analysis stage. I sorted memos for the first round in November 2019, meaning that my first try of relating emergent concepts found in the opening stage. Although the constant comparison and sorting the memo in the latter phase proved me wrong, I identified, at the time, that “Assessing the green impact” was the core category of my theory. Therefore, discovery of the core category ends the open coding stage.

3.5 Summary

It can be argued that in order to discover the ‘truth’ in ‘organisational green behaviour’, there is the requirement that a unified theory in this particular research area should be formed and established. Prior studies have used theories that are not specifically derived from a ‘green’ context when examining the responses *of internal stakeholders to their firm’s green strategies*. However, this would be a great impediment to developing our knowledge in this subject area to the point of having a comprehensive understanding. This is because, ‘green strategy’ is unlike many other types of company strategy, i.e., internal stakeholders are increasingly sensitive to firms’ environmental statements (Aragón-Correa and Sharma, 2003). Many internal stakeholders do not trust businesses in their often-stated claim that they sincerely want to protect the natural environment (Aragón-Correa and Rubio-Lopez, 2007). In addition, they are not equally interested in and do not all share the same feelings towards a firm’s green strategies (Aragón-Correa and Sharma, 2003). Furthermore, even some sincerely interested internal stakeholders in ‘green’ issues often cannot understand a firm’s green claims and as a result they react in a sceptical fashion (Aragón-Correa and Rubio-López, 2007). Hence, a theory of ‘organisational green behaviour’ by focusing on responses of internal stakeholders to their firm’s green strategies is valuable to green practitioners and future scholars.

Based upon epistemological gaps identified, this chapter began by addressing the issue regarding methodological spaces in the fields of the firm’s green strategies and internal

stakeholders' responses, which demonstrated that a theory grounded by data has great potential to make contributions to the existing literature. Further, this chapter has provided rationales in applying a classic grounded theory methodology to be utilised in this doctoral research. This was followed by a discussion surrounding the research paradigms in accordance with my philosophical standpoint. There was also a justification of the various reasons, I opted to go with a grounded theory approach, before funnelling down to clarify the reason of choosing the classical version of grounded theory as opposed to the other versions available. After the discussion surrounding the underlining tenets of the classic grounded theory methodology, this chapter focused upon the utilisation of the method. This included forming the research questions, writing a research proposal, and the initial phase of entering the fieldwork: **Phase 1: *Data collection for open analysis***. As a consequence of this chapter, the reader can comprehend a fluid interplay between the underpinned philosophy of this doctoral study and the methodological approaches of this research.

Next chapter—Chapter 4: The Conceptual Development Process, will continue to focus on a more pragmatic approach, which includes the next phase of the fieldwork: **Phase 2: *Theoretical sampling for selective coding and delimiting emergent concept***; and concluded by **Phase 3: *Theoretical sampling for theoretical completion***. Within Chapter 4, the research questions that were previously described in Chapter 1 will be represented. Some illustrations of coding through using software programmes, such as Microsoft Word® or NVivo®, in the opening stage will also be shown briefly.

Chapter 4

Conceptual Development Process

The previous chapter traced the development of grounded theory from its origins and outlined the method's key characteristics focusing particularly on the classic version of the approach. It was described how the fieldwork for this doctoral research was initiated and how the open data collection and data analysis was carried out.

The aim of this chapter is to explain the process of conceptual development during all three phases of this doctoral research. The chapter starts with an introductory section to the conceptual development process in Section 4.1 and is followed by Section 4.2– *Phase One: Open Coding*, including illustrations of coding and memoing in the open coding stage. Section 4.3–*Phase Two: theoretical sampling for selective coding, delimiting to the core category and related categories*, Section 4.4–*Phase Three: theoretical sampling for theoretical completeness*, and finally, Section 4.5 summarises– *The development of concepts and categories*.

4.1 Introduction to the conceptual development process

The three major types of a grounded theory were developed by Glaser and Strauss (1967), Strauss (1987) and Charmaz (2006). The justification for choosing the classic grounded theory research method for this doctoral study was a direct result of this method fitting in with my epistemology and ontology. This doctoral study therefore utilised classic grounded theory as its research tool to facilitate the researcher in uncovering 'reality' within the phenomenon of 'organisational green behaviour' through conceptualising patterns of behaviour amongst a firm's internal stakeholders.

Grounded theory is an exploratory method, a key tenet of which is ‘emergence’ (Holton & Walsh, 2017). In the initial phases of data collection, therefore, it is normal that the researcher does not know what is going on in the field and what he/she should do next. The second tenet of grounded theory is ‘theoretical sampling’. As a study proceeds, the emerging theory points to specific data that is needed to develop the theory. The researcher theoretically samples for more specific data to find what factor(s) differentiate the revealed patterns of behaviour, in the form of concepts and their properties or dimensions: dimensions and properties shape the concept to become more explanatory (Glaser, 1998).

Theoretical sampling makes grounded theory distinctive from other research methodologies. A researcher uses theoretical sampling to allow him/her to develop the concepts, the essential building blocks that can be integrated into a theory. Purposive sampling or theoretical sampling may share a similarity in which both sampling strategies target a particular group of people or data, however, they come from a different school of thought. Purposive sampling involves the judgement of a researcher based upon previous literature to select the research sample, whereas theoretical sampling is theory-based sampling, directed by concepts/categories that emerged in previous data collection (Emmel, 2013). Glaser (2001) clarifies that theoretical sampling delimits the theory and restrains the grounded theorists from repetitively collecting the same data over and over. Theoretical sampling is, therefore, crucial in the grounded theory method because it directs the researcher to be able to identify where next to collect the data, whom to ask, for what, why, and by which technique (Glaser, 1998).

Glaser and Strauss (1967) guide the basic consequences of *minimising* and *maximising* groups when considering a theoretical sampling (see Table 4.1 below). Groups that grounded theorists select as the sample in each phase of data collection impact the density and boundary of the final theories. The density is signified by properties or degrees of a category, whereas the boundary denotes the generalisability of a theory (Glaser, 1998). Grounded theorists are

recommended to *minimise differences* in sampling groups when beginning a generation of a substantive theory (Glaser and Strauss, 1967). This approach often led to the discovery of basic categories and properties. This is because similar data are collected so that an analyst can easier identify similarities and interchangeability of indices of the concepts (Glaser and Strauss, 1967).

Next, a grounded theorist can consider whether to continue *minimising* or shifting to *maximise differences* amongst the sample groups. The former approach can cause an establishment of degrees or types of people that are categorised by similar patterns of behaviour found in data. The latter approach (*maximising differences* amongst the sample groups) mainly develops the density and boundary of a theory. This is because an analyst tends to find fundamental uniformities across groups (e.g., the main concern, structural condition etc.) yet spot diversities within these uniformities (e.g., different types of structural conditions, influential factors of performing the main concern etc.). In addition, *maximising differences* when theoretically sampling groups allow an analyst to understand relationships amongst concepts or categories and, finally to integrate them into a theory. Glaser and Strauss (1967, p. 58) provide a useful summary of the basic consequences of *minimising* and *maximising* groups that relate to the comparative process, analysing similarities and diversities of data in Table 4.1 below.

Table 4.1 The basic consequences of minimising and maximising groups in generating theory.

Differences in groups	Data on Category	
	Similar	Diverse
Minimized	<p>Maximum similarity in data leads to:</p> <ol style="list-style-type: none"> 1) Verifying usefulness of categories; 2) Generating basic properties; and 3) Establishing set of conditions for a degree of category. <p>These conditions can be used for prediction.</p>	<p>Spotting fundamental differences under which category and hypotheses vary.</p>
Maximized	<p>Spotting fundamental uniformities of greatest scope</p>	<p>Maximum diversity in data quickly forces:</p> <ol style="list-style-type: none"> 1) Dense developing of property of categories; 2) Integrating of categories and properties; 3) Delimiting scope of theory.

Source: Glaser, B. G. & Strauss, A. L. (1967). *The Discovery of Grounded Theory*. Strategies for Qualitative Research. Chicago: Aldine, p.58.

According to Glaser and Strauss’s recommendations for generating a theory using theoretical sampling techniques, in the remaining sessions of this chapter, I slowly unveiled my theoretical sampling approaches applied to different phases of data collection. In doing so, an understanding of this recommendation is enhanced when seeing a tangible application to it.

Closely relate to theoretical sampling, ‘Constant comparison’ is the third tenet and grounded theorists utilise the process of constant comparison and memo-writing in all stages of their studies (Glaser 1998). The constant comparison process refers to the continual consideration of similarities and differences across incidents in the data, all emergent concepts generated, and across theories (the formulated theory and existing theories in literature) (Glaser, 1978). In the early stages of the study, constant comparison reveals recurring patterns

of behaviour expressed in concepts. Eventually revealing a central concept, a core category. Constant comparison also helps to broaden the range of possibilities so that more properties and dimensions can be added to the core category and sub-core categories (Glaser, 2001).

Memo-writing or memoing is a personal record for grounded theorists, capturing and keeping track of the growth of their developing theories (Glaser, 1998). Memoing is a process that starts from the early stages of theoretical development right up until theoretical saturation. In terms of memoing techniques, initially, I created a memo of one emergent concept per one document file. However, it did not work that way. Glaser states that during the early stage of a grounded theory, memoing is meant to be messy. Memoing also provides best way to avoid using ‘logical elaboration’, where a grounded theorist uses his/her preconceived ideas to force the emergent concepts (Glaser, 1998). Hence, I recorded all concepts and ideas that emerged from my fieldwork, data analysis, and constant comparisons in a single file at the opening stage. I let my memos flow by not worrying about the relationships amongst my emergent concepts (see appendix 8).

As a study progresses, memos become more mature. Sorting memos is another important technique within the classic grounded theory package and makes the grounded theory method distinctive from other qualitative research designs. During the process of sorting memos, a grounded theorist tries to find an explicit theoretical code which will integrate the emergent categories. A grounded theory, therefore, consists of a set of concepts/categories integrated into an explicit theoretical structure which explains a phenomenon (Glaser, 1998).

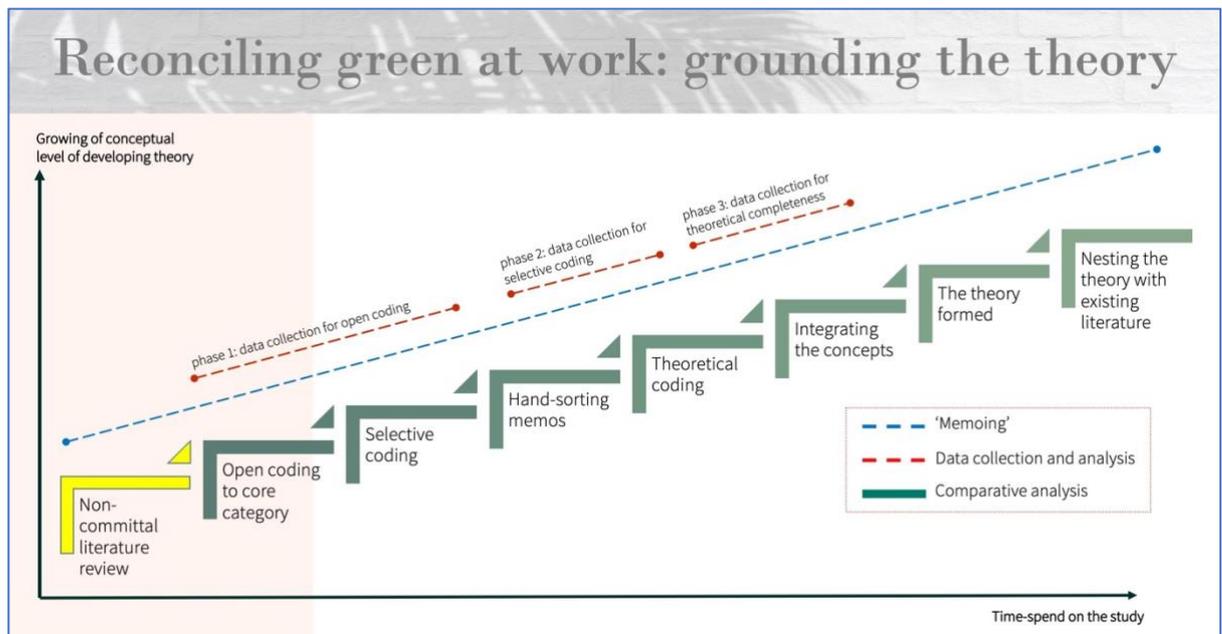
At this final stage, a researcher finally arrives at the stage of ‘data saturation’ (Glaser, 2001). This means there is nothing new to add into the theoretical structure from collecting more data, and the theory has already aptly explained what is happening in the substantive area of interest. At this point, a researcher can stop or decide to continue comparing his/her theory with different substantive areas. Choosing to stop when reaching ‘data saturation’ regarding a

particular main concern within a substantive area can imply that a researcher is satisfied with the extent to which his/her theory can explain *what is going on* in its original field of research. Alternatively, another researcher may decide to continue to theoretically sample from other research areas in order to compare his/her theory with data from the substantive areas that are out of the scope of its original empirical study. Having made the latter choice, a researcher aims at expanding the reach of his/her theory and leveraging it into 'formal theory' (Glaser and Strauss, 1967), by grounding more data from more areas of research.

For a grounded theorist, the ability to tolerate 'not knowing' whilst seeking the core category is a useful quality to have. Glaser explains that many novice grounded theorists are tempted to escape the stage of confusion prematurely by using preconceptions, meaning that they use their own professional understanding or knowledge from the literature to force the formulation of a theory. Forcing the theory is likely to compromise the quality of the theory. Tolerating confusion is, therefore, worthwhile and in itself is a good indicator of a breakthrough in conceptualisation (Glaser, 2001).

In the case of this doctoral study, the aim is to understand what happens when internal stakeholders implement an organisation's green strategies in UK based for-profit organisations. This study entailed data collection over the course of a three-year period, during which time, there are *three* major phases of data collection and concurrent data analysis comprising constant comparison and memo writing. In between phases of data collection, memos were sorted, which enabled me to integrate my current ideas at the time with regards to emergent concepts/categories. Figure 4.1 shows the whole process of generating a theory of this doctoral research. In this chapter, mainly explains the process during three phases of data collection and analysis.

Figure 4.1 The three phases of data collection of this doctoral study.



Source: Author

Having provided some additional background about the research approach adopted for this doctoral study, the next section supplies further detail about the opening stage that was partly outlined in Chapter 3, section 3.4.3. This section furnishes some illustrations of the open coding state including constant comparative analysis, and memoing.

4.2 Phase One: Open Coding

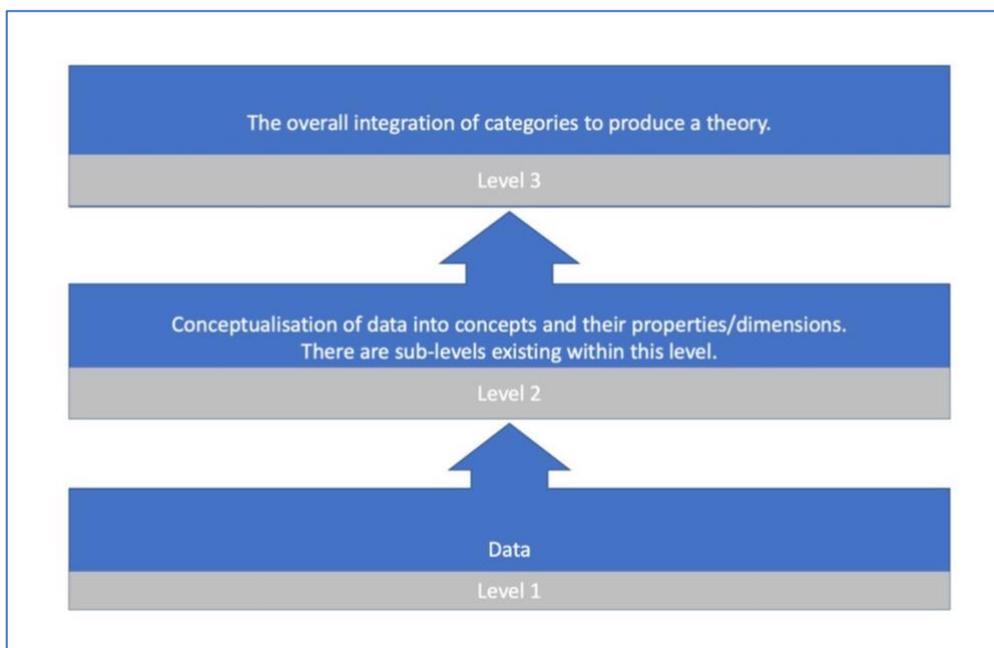
4.2.1 Open coding to core category

The emphasis of classic grounded theory is on finding patterns of behaviour and exploring what varies those behaviours. The purpose of the open coding stage is to reveal as many emergent concepts as possible (before delimiting these emergent concepts in the next phase of the study) (Glaser & Strauss, 1967). As Glaser (1998) explains:

“Grounded theory is based on a third-level conceptual perspective analysis. The first level is the data. The second level perspective is the conceptualization of the data into categories and their properties. There are sub-levels exist within this level. The third level is the overall integration through sorting in a theory” (p. 136).

This is illustrated in Figure 4.2.

Figure 4.2 Data structure (conceptual levels) in classic grounded theory.



Source: Author [based on Glaser, B.G. (1998). *Doing Grounded Theory: Issues and Discussions*. 1st ed. United States of America: Sociology Press.]

As I worked on level-one (data) I tried to conceptualise these data into concepts, including their properties or dimensions (level-two). In addition, I tapped into the level-three when attempting to identify my core category. I conducted 13 interviewees during the phase of open data collection (see the list of interviewees in Table 4.2 below).

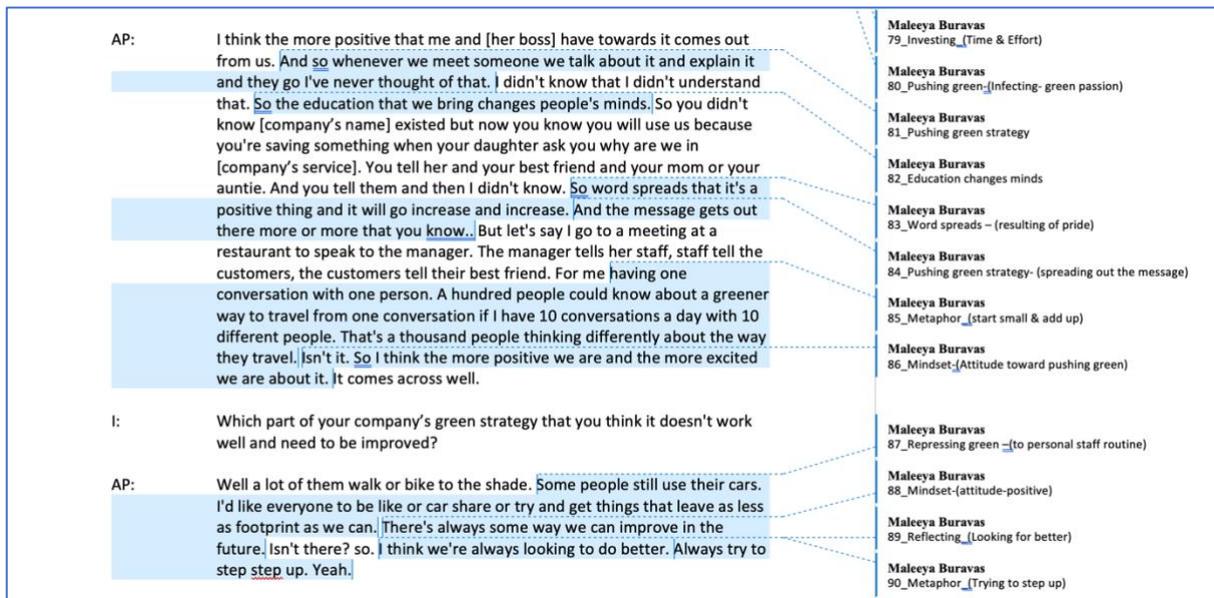
Table 4.2 List of research participants in the phase of open data collection and analysis

Type of Interview	Informants	Gender	Job positions	Industries	Date of Interviews	lengths (mins)	Types of interviews
Open data collection	INT001	Female	Head of department	Utility	13/03/2019	45	Face-to-Face
Open data collection	INT002	Male	An officer	Research	20/03/2019	66	Face-to-Face
Open data collection	INT003	Male	Senior executive	Transportations	21/03/2019	43	Face-to-Face
Open data collection	INT004	Female	An officer	Transportations	25/03/2019	45	Face-to-Face
Open data collection	INT005	Male	Assistant manager	Education	27/03/2019	60	Face-to-Face
Open data collection	INT006	Male	Contracted staff	Transportations	29/04/2019	55	Face-to-Face
Open data collection	INT007	Male	An officer	Oil, Gas & Energy	03/04/2019	35	Face-to-Face
Open data collection	INT008	Female	An officer	Communications	08/06/2019	97	Face-to-Face
Open data collection	INT009	Female	An officer	Transportations	09/06/2019	33	Face-to-Face
Open data collection	INT010	Male	An officer	Technologies	09/06/2019	38	Face-to-Face
Open data collection	INT011	Female	An officer	Educations	09/06/2019	48	Face-to-Face
Open data collection	INT012	Female	An officer	Foods	23/06/2019	37	Phone
Open data collection	INT013	Female	An officer	Technologies	23/06/2019	34	Face-to-Face

Source: Author

In terms of coding, I used the ‘Review’ function in Microsoft Word® to code incidents from the transcriptions (see Figure 4.3 below) and carried out further constant comparative analysis using Words’ outline view function (see Figure 4.4). Memos related to each code were recorded in a separate Word sheet.

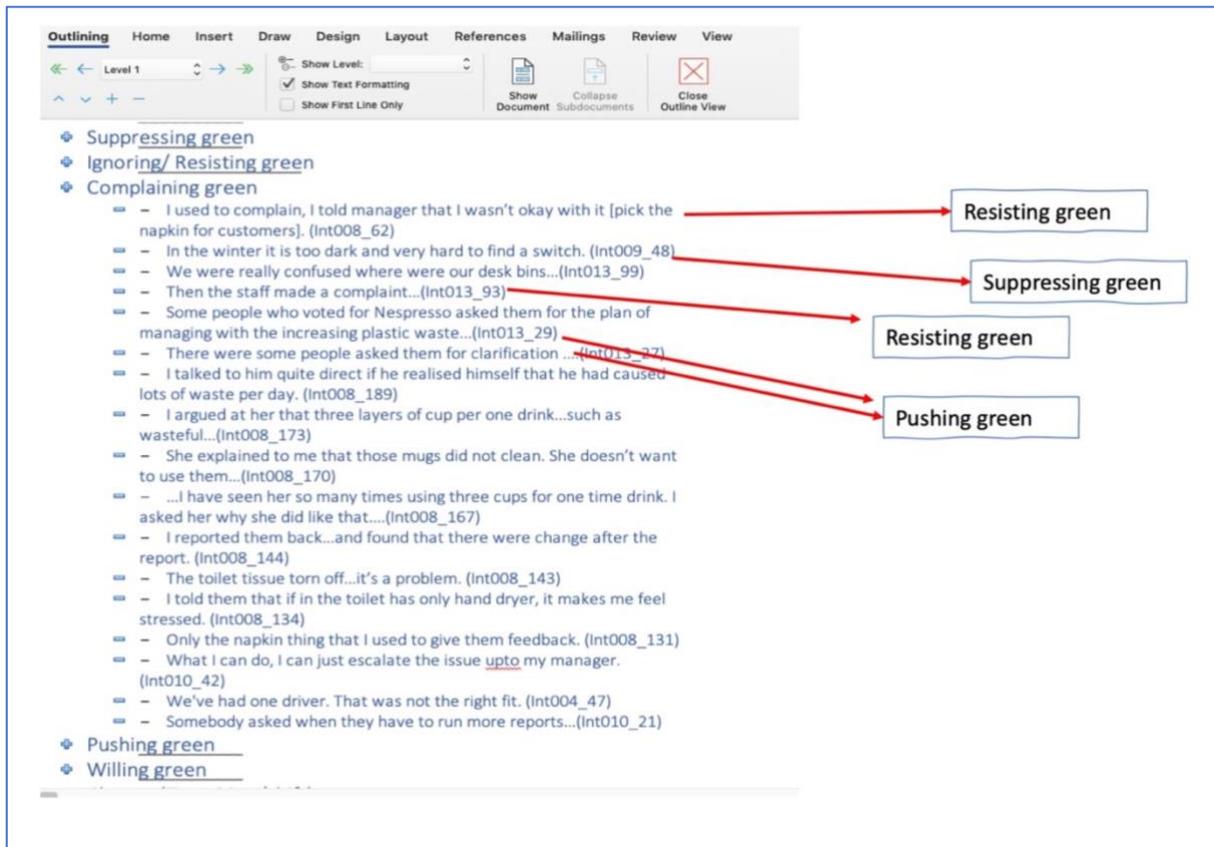
Figure 4.3 Sample of open coding by using the ‘Review’ function in Microsoft Words®.



Source: Author

During the stage of open coding, over-coding occurred at the beginning. I later found out the main reason for being unable to keep the emergent concepts more compact was because I labelled incidents within transcripts one transcript at a time. I attempted constant comparison without recourse to software. To try to facilitate constant comparison, I later opened two transcriptions at a time when coding. This was to keep the flow of constant comparative analysis enabling me to continually compare incidents with incidents, and data with data. As a result of performing constant comparison whilst coding, this helped to make it easier for me to see similarities and differences amongst codes, so that I could revise some codes as needed. Later still, I used the outline function in Microsoft Word® to support constant comparison. This enabled me to collapse or broaden some of the emerging concepts. An example of a constant comparison sheet showing a sample of open codes is provided in Figure 4.4.

Figure 4.4 An example of a constant comparison sheet showing a sample of open codes.



Source: Author

Here you can see five emerging concepts and the incidents which at that time indicated “Complaining green”. As I compared these incidents, I could see that “Complaining Green” could instead be conceptualised as “Resisting Green”, “Suppressing Green”, and “Pushing Green”. “Complaining green” was not one type of behavioural pattern, rather, eventually, these incidents together with others, indicated four behavioural patterns: “Pushing green”, “Willing Green”⁸, “Suppressing Green” and “Resisting Green”. Text Box 4-1 shows my early memos relating to these concepts and some of these re-conceptualisations are shown in Table 4.3.

⁸ I later reconceptualised this pattern from “Willing green” behaviour to “Doing green” behaviour and focused “The Willing Greens” on the category of people (green implementors) in the theory, rather than their behaviour.

Text Box 4-1 contains selected parts of my early memos relating to the emergent concepts: “pushing green”, “willing green”, “suppressing green” and “resisting green”.

Pushing green: means how much emphasis or drive the importance of the green strategy. It can be divided as which direction and which various levels of strength [ranging from very forcefully to gently].

Willing greens: These people do green work. People who receive green from the pushers (official or unofficial ways). Mostly they have no direct green responsibilities for the company. They receive a green strategy and willingly implement it.

Suppressing/ Repressing green: refers to not letting other people know that he doesn't agree with green but suppressing (concealing) his dissatisfaction with himself. Some people suppress green unconsciously. They can conceal their ideas for a green initiative. They want to comment or suggest but they don't do so because of green resisters' behaviour or it's involved money. They feel they ought to confront green resisters but don't seek the conflict since it is not their direct responsibility. There is an evaluation as to whether to engage in conflict.

Complaining green: refers to reporting that one is unhappy or not satisfied with green. The resisters choose whether to ignore green, complain green or suppress green. Choosing to ignore green refers to not complying and not paying attention to do green. (What's the best imagery word for this behavioural pattern, Protesting green ?)

These concepts are the behaviours of people.

Now there are my best guess of the core category to which other concepts are related?

Source: Author

Table 4.3 The re-conceptualisations of the concept “Complaining (about) Green”.

Incidents	Open coding	Refining codes	Memoing
“I used to complain, I told the manager that I wasn’t okay with it [removed the self-service napkin station by assigning the cashier to pick only one napkin paper for each customer]”. (Int008_62)	Complaining Green	Resisting/Ignoring Green	Resisting/ Make Complaint
“In the winter it is too dark and very hard to find a switch to turn on the light”. (Int009_48)	Complaining Green	Suppressing Green	Repress Complain
“Then the staff made a complaint...” (Int013_93)	Complaining Green	Resisting/Ignoring Green	Resisting/ Make Complaint
“Some people who voted for Nespresso asked them for the plan of managing the increase of plastic waste...” (Int013_29)	Complaining Green	Pushing Green	Upwards/ Softly
“There were some people that asked them for clarification...” (Int013_27)	Complaining Green	Pushing Green	Upwards/ Softly
“I talked to him quite directly if he realised himself that he had caused lots of waste per day”. (Int008_189)	Complaining Green	Pushing Green	Laterally/Forcefully

Source: Author

Some academics in particular those who are trained to carry out descriptive analysis might consider the sample incidents of Table 4.3 above to contain insufficient information such that they cannot understand the whole context and arrive at a similar conceptualisation. However, from the perspective of grounded theory, an analyst codes an incident that indicates a concept, rather than a description at length (Glaser, 2001). In other words, grounded theorists focus on

patterns of behaviour, rather than incidents. Once, they have found a pattern of incidents, they move on to raising the conceptual levels. As further explained by Glaser (2001) that

“The unanticipated consequence of this discovery of grounded theory is an over emphasis on grounding which leads quite easily to QDA description. The [QDA] researcher, to remain grounded, tries to describe the data accurately to produce evidence and to give voice to the participants. This overemphasis distracts many researchers from the task of conceptualization...” (p.5).

To maintain the attempt of generating substantive theory, I always asked myself two questions when coding: 1) “What code, or property of a code does this incident indicate?”, and 2) of the whole interview: “What is going on in the data?” (Glaser, 1978, p. 57). Hence, I could maintain my theoretical sensitivity to conceptualise codes to concepts and concepts to their possible highest abstract level of categories. In doing so, grounded theorists focus their analysis on generating a theory that explains the discovered patterns of behaviour and what varies these behaviours. In this regards, Glaser (2001) suggested that

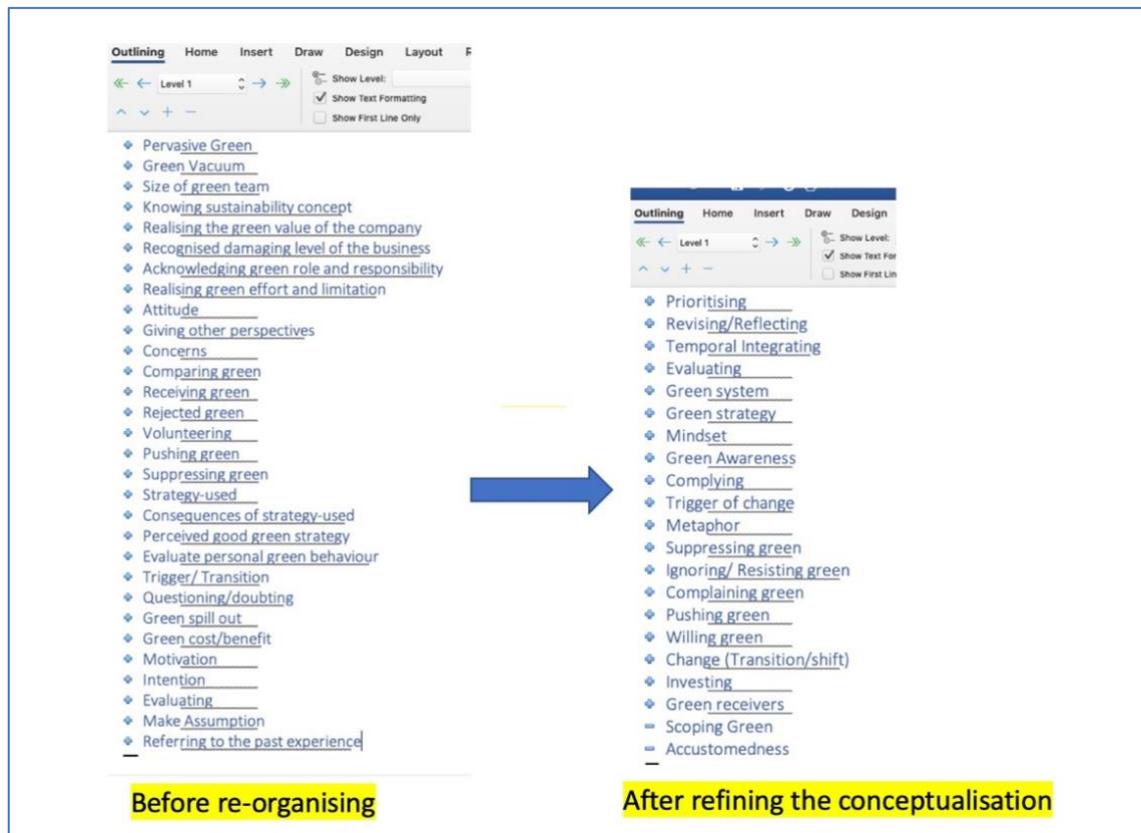
“GT transcends the time, place and people of any and all units sampled and conceptually generates the fundamental patterns yielding hypotheses which can explain the behaviour of the participants as they go through the patterns” (p.5).

Moreover, in terms of naming a concept or pattern, it has been suggested by Glaser (2001) that it is better that one concept contains only one or two words. This is because if an analyst uses too many words in naming a concept it may be that the incident indicates more than one

concept. In addition, the concept can be seen as more descriptive and a reflection of the participants 'voice', rather than accurately conceptualising data from a recurring pattern. This does not mean being more descriptive is inferior, but it is not the aim of classic grounded theory. Grounded theory samples more data for theoretical coverage, rather than using data for description with named themes (Glaser, 1998; 2001; 2003; Simmons, 2022). Hence, an analyst makes his/her best effort in selecting one or two words that are most suitable for capturing the progressive meaning of a concept. In doing so, this strategy assists an analyst in the way that is practical in the process of constant comparison and conceptualisation, because the chosen name most clearly represents a pattern.

As a result of more systematic constant comparison, the emergent concepts from the open coding stage started to be more compact, and they could be better compared amongst each other. Figure 4.5 below compares my former and latter constant comparison sheets. The latter sheet was as a result of applying the pattern naming strategy suggested by Barney Glaser.

Figure 4.5 Two constant comparison sheets; before and after applying the pattern naming strategy, used in classic grounded theory.



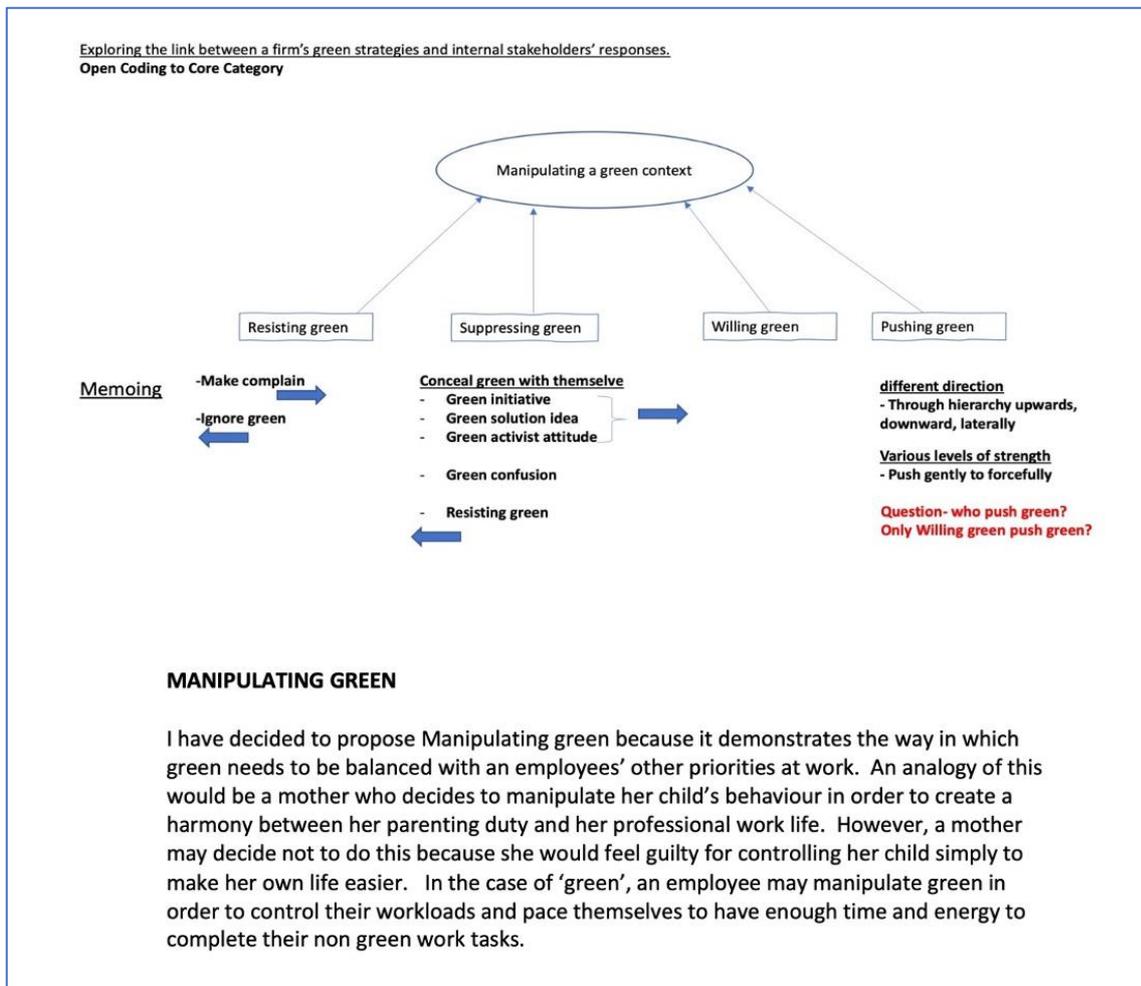
Source: Author

4.2.2 In pursuit of the core category

Towards the end of the open coding stage, I found four concepts that were explicit and occurred repeatedly: “Pushing Green”, “Doing Green”, “Suppressing Green” and “Resisting Green”. There are four behavioural patterns, which I initially referred to as “Manipulating Green”⁹. Figure 4.6 shows part of my memo of the “Manipulating Green” concept.

⁹ The concepts in my thesis were fluid. This is to say, concept names changed and developed throughout in order to keep up with the data I had collected. Concept names were changed accordingly to suit the updated data, so that for instance concepts in Chapter 4 are named differently from the final theory. For example, my initial concept name of “Manipulating green” changed to “Handling green”.

Figure 4.6 Part of my memo of “Manipulating Green”, which was a category emerged during my first phase of data collection.



Source: Author

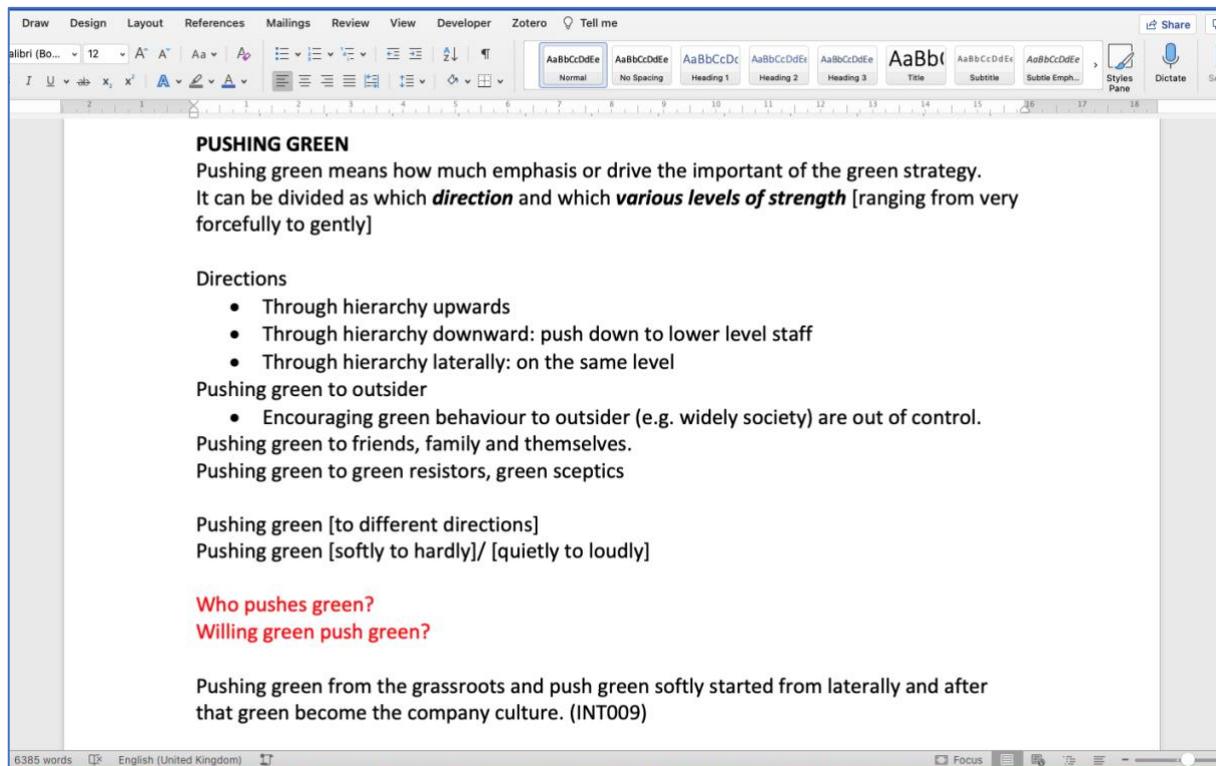
In a later memo about “Manipulating Green”, I noted my questions regarding this emergent concept “who push green?” and I wondered whether or not “only people who are willing to do green can ‘push green’?”. I, therefore, tried to apply minimising in comparison groups approach as suggested by Glaser and Strauss (1967)’s theoretically sampling technique to find the particular characteristics of those internal stakeholders who are more likely to “Push Green” and willing to do green. This theoretical sampling strategy can maximise similarity in data which should lead to an established set of conditions for a degree of the concept.

On reflection, I should have gone to theoretically sample this type of informants. However, due the fact that my interviewees had already been appointed in one go for my first phase of

data collection and analyse, I could not actually perform theoretical sampling to address the theoretical questions that emerged at this stage. Instead, I chose to go back to my previous transcripts and went on to find significantly more incidents indicating “Pushing Green” behaviours than incidents that indicated other types of behaviour¹⁰. The constant comparative analysis allowed me to note down the variation within this category in my memos (see Figure 4.7 below). In addition, Table 4.4 shows the consequence of applying theoretically minimised comparison groups, hence, maximum similarity in data so that I could identify differences within the “Manipulating green” category.

¹⁰ I later realised that the participants who were willing to participate in the open interviews were most likely to have a positive attitude toward ‘green’ and this led the incidents of “Pushing Green” grew significantly in my opening stage.

Figure 4.7 Part of my early memo, writing about “Pushing Green”— an emergent concept that became a property of “Manipulating Green” category.



Source: Author

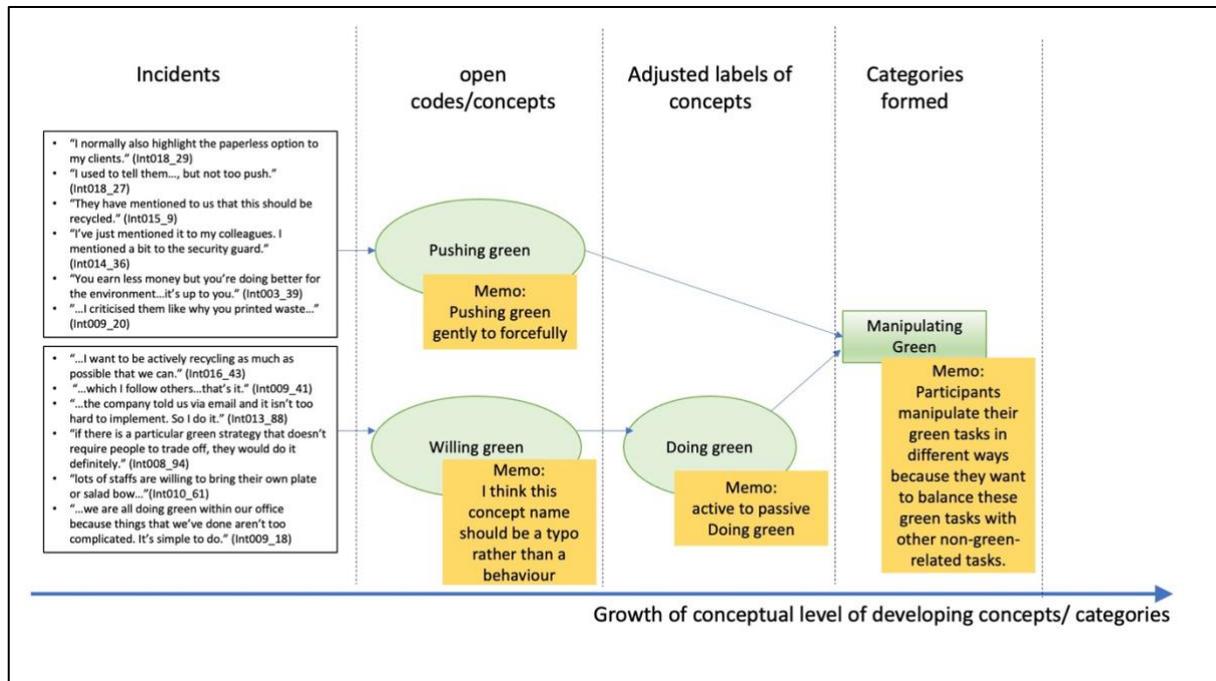
Table 4.4 The consequence of applying theoretical sampling techniques, **minimised group differences**, recommended by Glaser and Strauss (1967) during the Phase One: Open data collection and analysis.

Minimized Differences in groups	Data on “Manipulating Green” Category	
	Comparison of similarities within the concepts	Comparison of diversities within the concepts
Informants who push green and are willing to do green tasks	“Pushing green” behaviour is the emphasis of the importance of a green strategy received from the company to other individuals.	There is fundamental difference within this concept that is Push green can be performed in different directions and various levels of strength to push green.
	“Willing green” behaviour is the willingness to do green work after having received green strategies from the company.	There is fundamental difference within this concept that is Willing-green is willing to do green task without thinking much about pushing green to the others within organisation. However, active willing-green can move to push green while passive Willing-green can ignore green tasks to some extent.

Source: Author [based on Glaser, B. G. & Strauss, A. L. (1967). *The Discovery of Grounded Theory. Strategies for Qualitative Research*. Chicago: Aldine, p.58.]

Furthermore, in November 2019, after 7 months of data collection and analysis, I went back to all concepts that emerged from data to note down the variation within the concepts. The developing concepts gradually grew in their conceptual levels. Figure 4.8 to Figure 4.10 below demonstrate my attempt to conceptualise the emergent concepts in the open phase of data collection to a higher conceptual level based upon the incidents that I had previously coded in my first 13 transcripts.

Figure 4.8 Growth in the conceptual level of developing concepts "Pushing green" and "Doing green"(properties or sub-concepts of “Manipulating Green”) during Phase One of data collection and analysis.



Source: Author

Figure 4.9 Growth in the conceptual level of developing concept "Suppressing green" (property or sub-concept of "Manipulating Green") during Phase One of data collection and analysis.

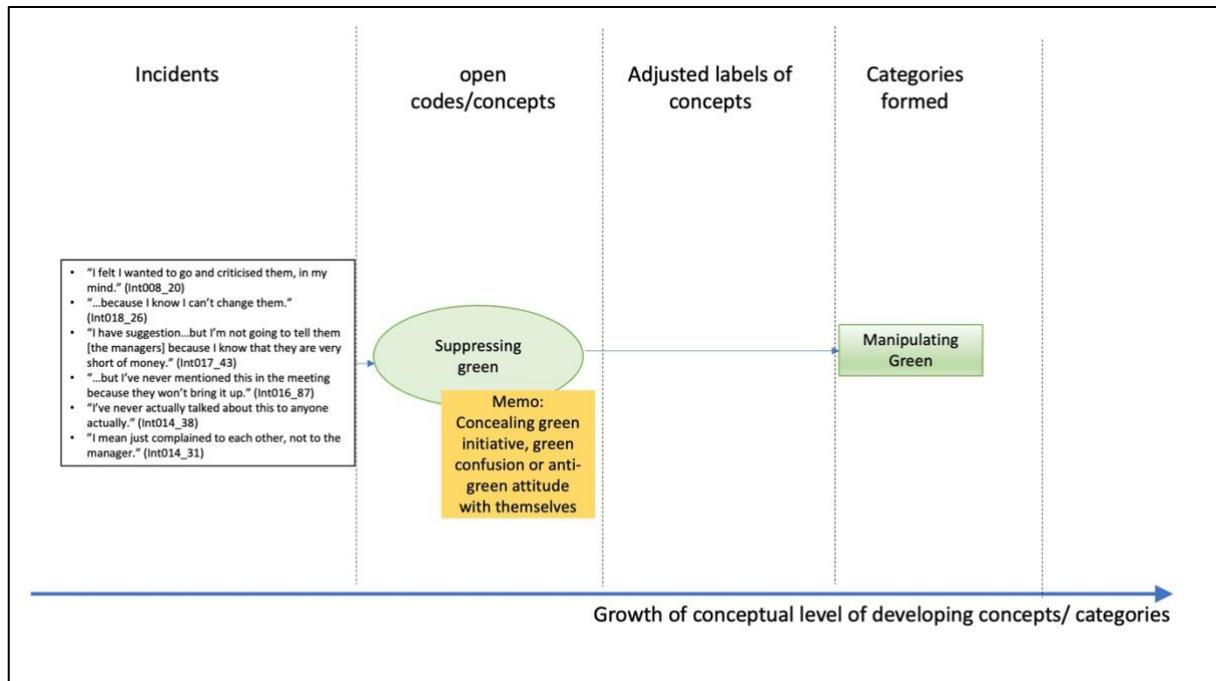
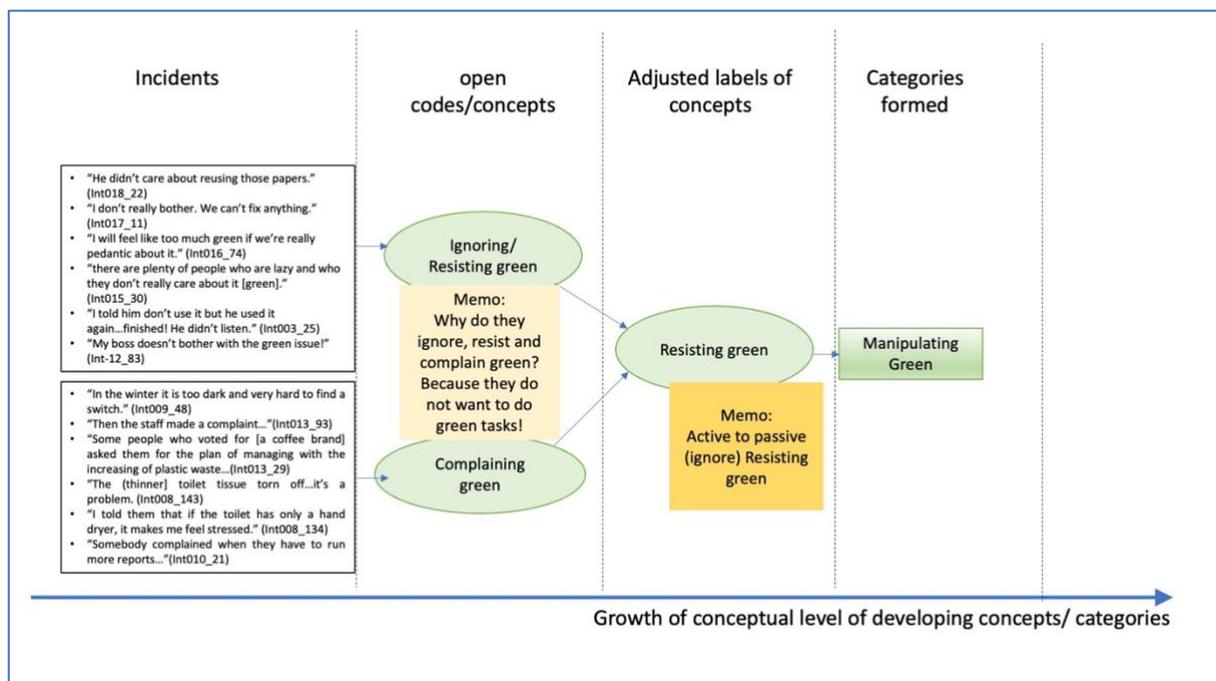


Figure 4.10 Growth in the conceptual level of developing concept "Resisting Green" (property or sub-concept of "Manipulating Green") during Phase One of data collection and analysis.



Source: Author

Despite growth in the conceptual level of emergent concepts, I felt that I still could not confirm my core category. Glaser's (1978) first two criteria for identifying a core category are:

"1. It must be central, that is related to as many other categories and their properties as possible and more than other candidates for the core category. This criterion of centrality is a necessary condition to make it core...; and

2. It must reoccur frequently in the data. By its frequent reoccurrence, it comes to be seen as a stable pattern and becomes more and more related to other variables..." (p.95).

At the time, I had thought that 'Manipulating Green' should be my core category as it satisfied Glaser's second criterion by occurring repeatedly in the data. However, when I reassessed my judgment of the core category, I found that the category "Manipulating Green" was unable to fully integrate many other emergent categories and properties together. In being unable to satisfy the first condition, the category "Manipulating Green" was therefore rejected as core category.

As a novice grounded theorist, being unable to identify the core category after 13 interviews and 7 months of analytic work proved very stressful. It meant that I was not yet ready to move to the next stage of theoretical sampling and selective coding. I later realised that I could use my current best conceptualisation of a core category to allow a study to proceed. Glaser identified this approach in his 1978 book, stating that a grounded theorist can select a category that he/she feels it is most likely to be the core variable.

“The analyst may have a feel for what the core variable is, but be unable to formulate a concept that fits well. It is ok to use a label which is a poor fit until a better fit eventually comes... He theoretically samples to maximize differences in his data to help saturate the categories...the core category must be proven over and over again by its prevalent relationship to other categories thereby integrating them into a whole.” (Glaser, 1978, pp.94-95).

Prior to using “the best guess of the core category”¹¹ strategy and moving forward to theoretical sampling and selective coding, I decided to run the first round of ‘theoretical sorting’ (Glaser, 1978, p.115). I would have my first grounded theory troubleshooting seminar in December 2018 and therefore wanted to better understand the relationships amongst my concepts/categories. Theoretical sorting also allowed me to ‘conceptualise out’ (Glaser, 1978, p.119) my theory, meaning that the sorting process would force me to stay on the conceptual level as I attempted to relate my conceptual categories and properties together to find where they best fit within the emerging theory.

Having sorted the memos at this stage was successful with regards to allowing me to select some candidates of the core category. In addition, I could identify the main concern of the informants that emerged from opening stage of data collection. My memos were stored in an 18 pages Microsoft Word® document. I now understand that what I thought was ‘sorting’ was in practice more akin to writing more memos. As Glaser (1978) suggest that:

“...the most advantageous and complex integration of a theory is forced by sorting memos. Without sorting the analyst will not know where to take his writing,

¹¹ I came up with this term myself, according to Glaser’s clarification above.

nor perhaps what to write next. His data and ideas are theoretically ordered. Almost every ideational sentence is accounted for in its work and relevance for the theory”(p.116).

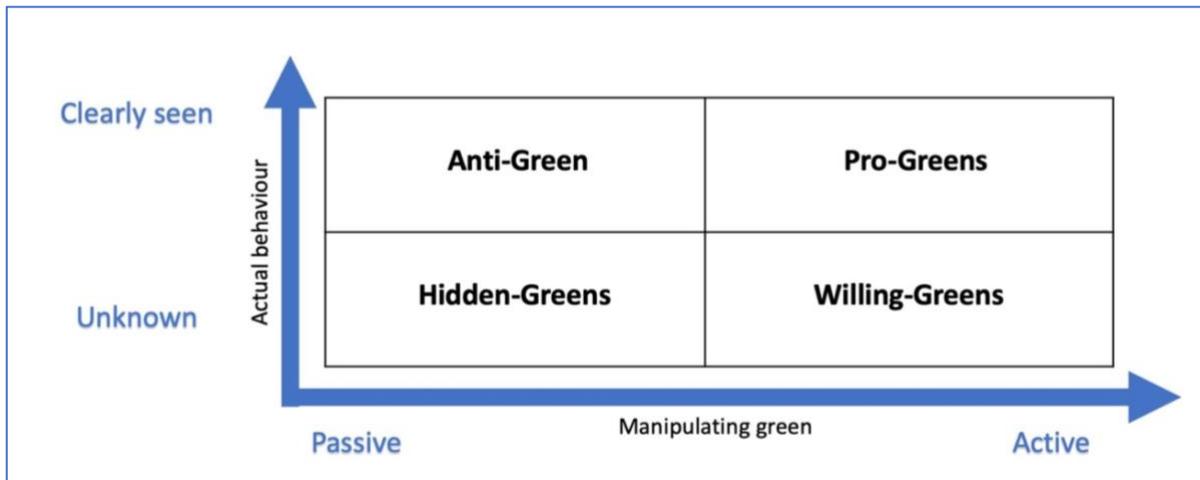
I used Microsoft PowerPoint® software and tried to draw the relationship amongst the 46 emergent concepts attached with my ideas of each. I grouped the ideas in a similar method to a cluster analysis by drawing the relationship between a main concept, and its dimensions or properties. Furthermore, I drew a grid of four types of people and matched it with another grid which indicated four behavioural patterns. I also made a table highlighting the information of different structural conditions within which I found that people are processing their main concerns (see Figure 4.11 and Figure 4.12 below).

This work allowed me to slowly gain more understanding about my data and my theory and as a result, I could match four types of internal stakeholders with the other four types of behaviours. I differentiated these four types of internal stakeholders in terms of their “Greenness”¹² and their behaviours when “Manipulating Green”¹³.

¹² I later referred “Green-ness” to “Green Receivers”.

¹³ I later changed the concept name of “Manipulating Green” to “Handling Green”, and finally re-conceptualised it again to “Reconciling Green”, as a result of theoretical sorting.

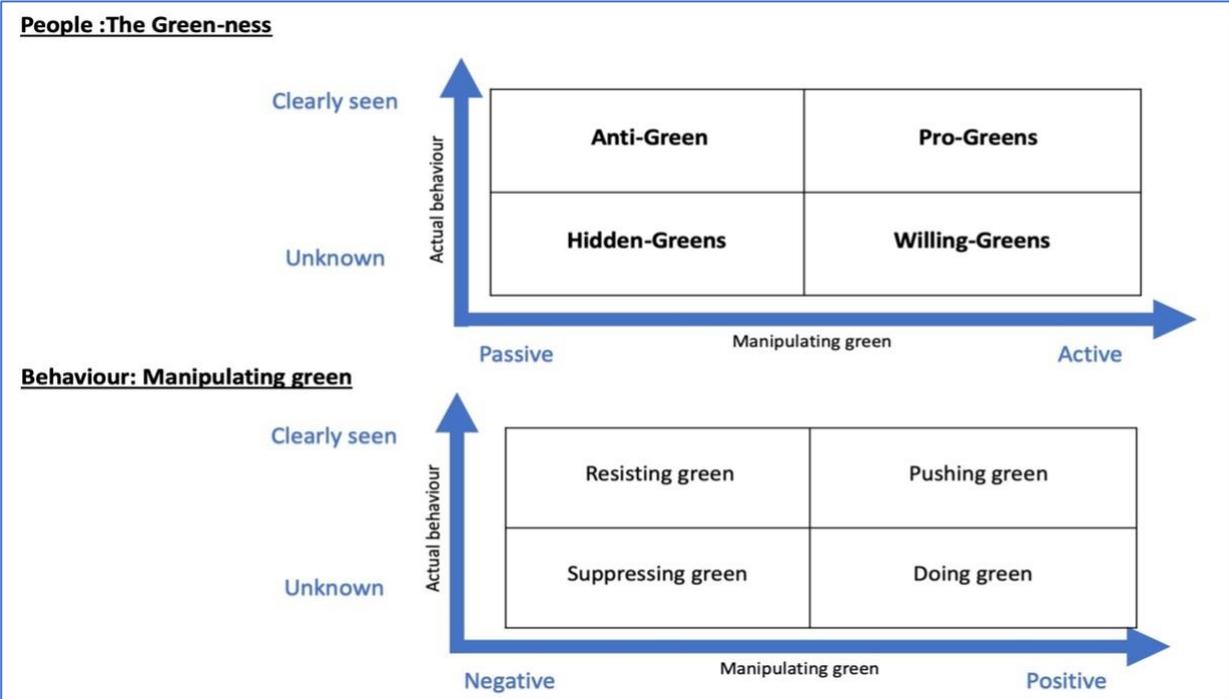
Figure 4.11 Part of my memos in the form of a diagram outlining four types of “Green-ness”.



Source: Author

Figure 4.11 shows that there are four types differentiated by their “Green-ness”– “Pro-Greens”, “Willing Greens”, “Hidden-Green”, and “Anti-Greens”. Whilst not a potential core category, this concept was very powerful and helped lead my theory towards saturation, since the basic psychological process or structural process often depends on the *actors* in the action scene (Glaser, 1978).

Figure 4.12 Part of my memos in the form of a diagram, relating to four types of “Green-ness”, matching with four behavioural patterns “Manipulating Green”.



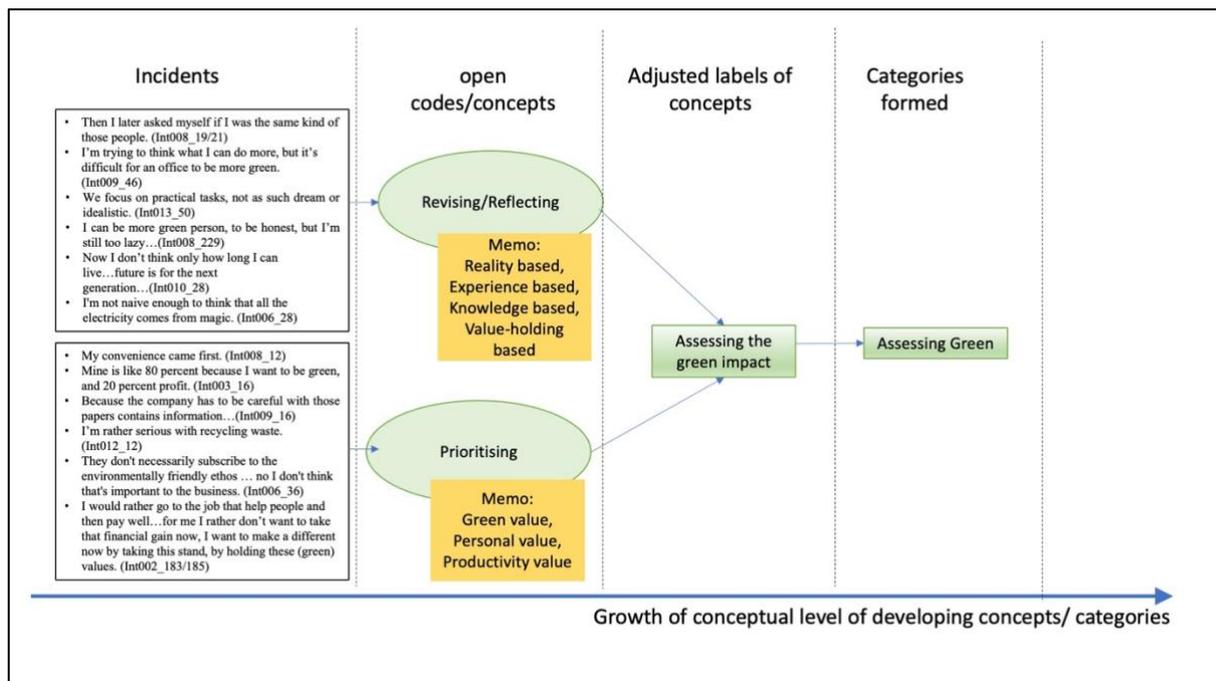
Source: Author

I was also able to map the behaviours of “Manipulating Green” with types of “Green-ness”, hence: Pro-Greens *push* green; Willing Greens *do* green; Hidden-Greens *suppress* green; and the Anti-Green *resist* green. At this point I know the *actors* in my theory and what they are doing. Figure 4.12 above shows part of my memos – as a result of theoretical sorting – in the form of a diagram, relating to four types of “Green-ness”, matching with four behavioural patterns “Manipulating Green” (The category found in the opening stage of data collection).

I continued mapping to try to ascertain the most appropriate place in the emerging theory for other concepts/categories emerged in the opening stage. I considered other categories, such as “Assessing the green impact”, “Investigating Green”, “Accustomedness” and “Mindset” as potential core categories (see Figure 4.13 to Figure 4.16 below). Furthermore, Figure 4.17 to Figure 4.19 demonstrate that reviewing my memos allowed me to see the relationship between each concept and helped me identify two stages of a problem-solving process. The first was a

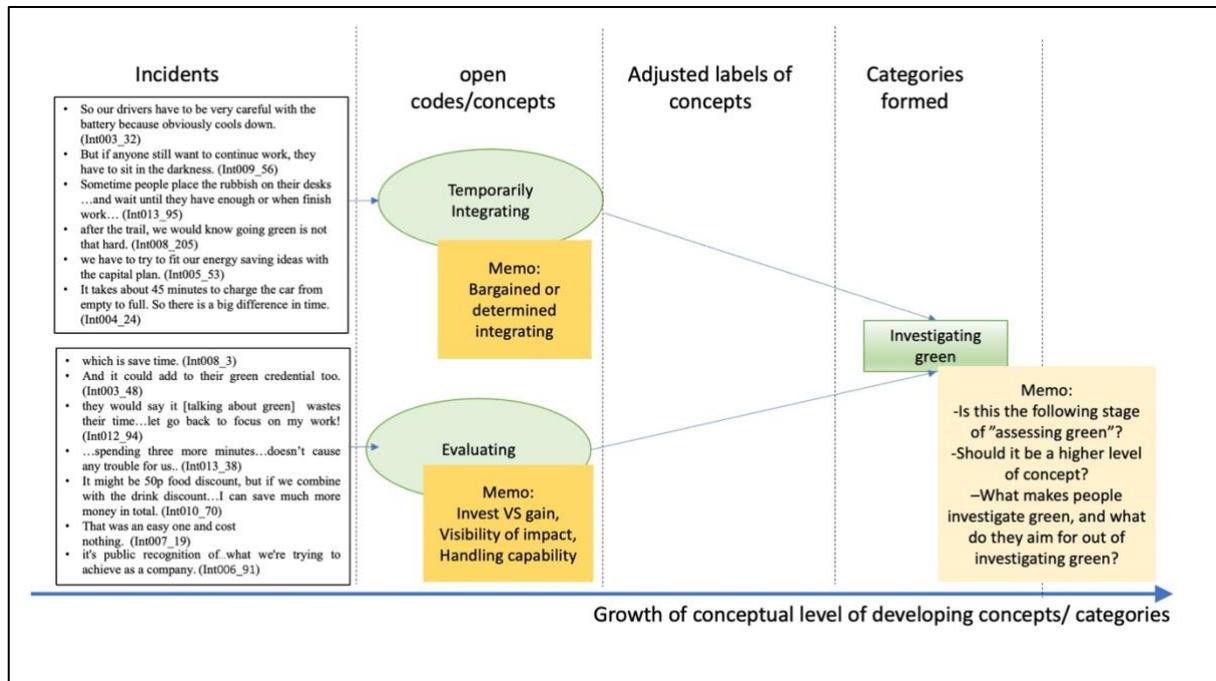
probationary stage, conceptualised as “Investigating Green” having properties of “Evaluating” and “Temporarily Integrating”. The second stage was thought to be “Accustomedness”, which at this point operated more like a dimension having a range from not being accustomed to implementing green, through to getting easier, to automatically implementing green. The other variables thought to relate to the elusive core category were “People’s Mindset”, having “Personal Attitude”, “Organisational Attitude”, “Green Awareness”, “Value-Holding”, “Propensity” and “Green knowledge”, as its properties.

Figure 4.13 Growth in the conceptual level of developing concepts "Revising/Reflecting" and "Prioritising" (properties or sub-concepts of “Assessing green”) during Phase One of data collection and analysis.



Source: Author

Figure 4.14 Growth in the conceptual level of developing concepts "Temporarily integrating" and "Evaluating" (properties or sub-concepts of "Investigating green") during Phase One of data collection and analysis.



Source: Author

Figure 4.15 Growth in the conceptual level of developing concept "Accustomedness" during Phase One of data collection and analysis.

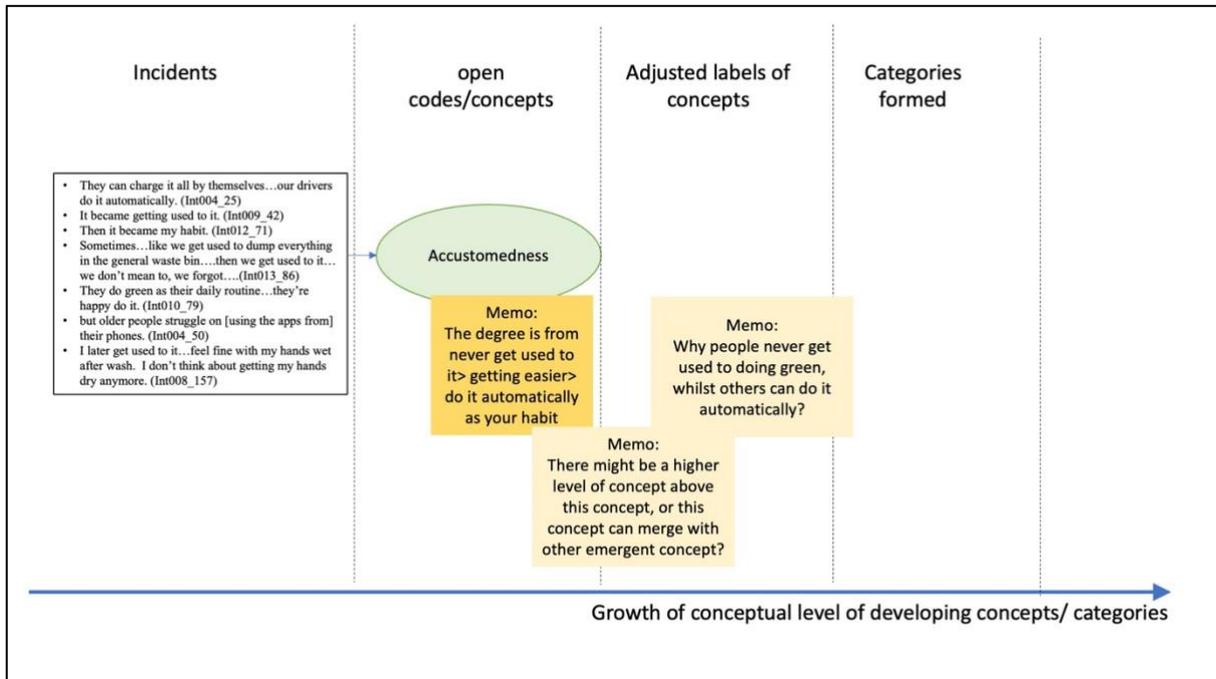
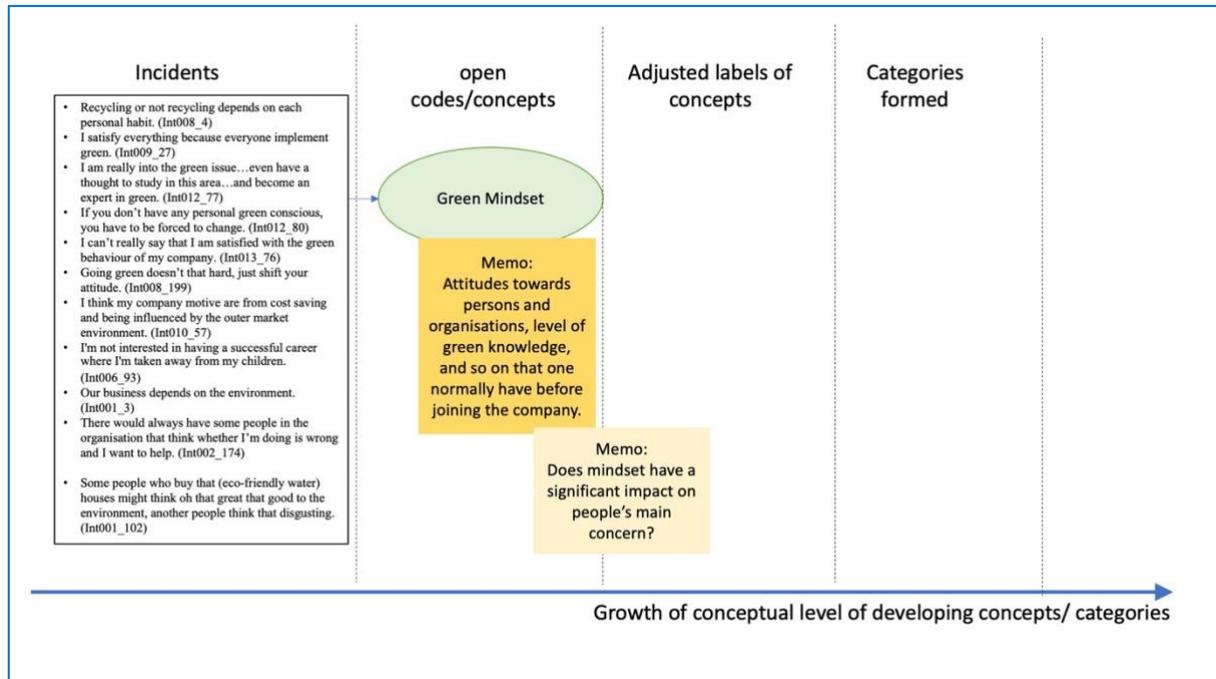
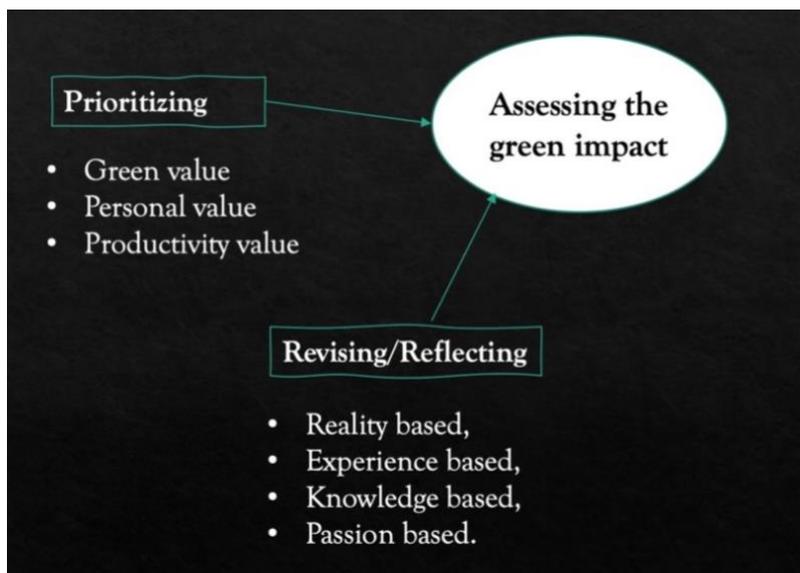


Figure 4.16 Growth in the conceptual level of developing concept "Green mindset" during Phase One of data collection and analysis.



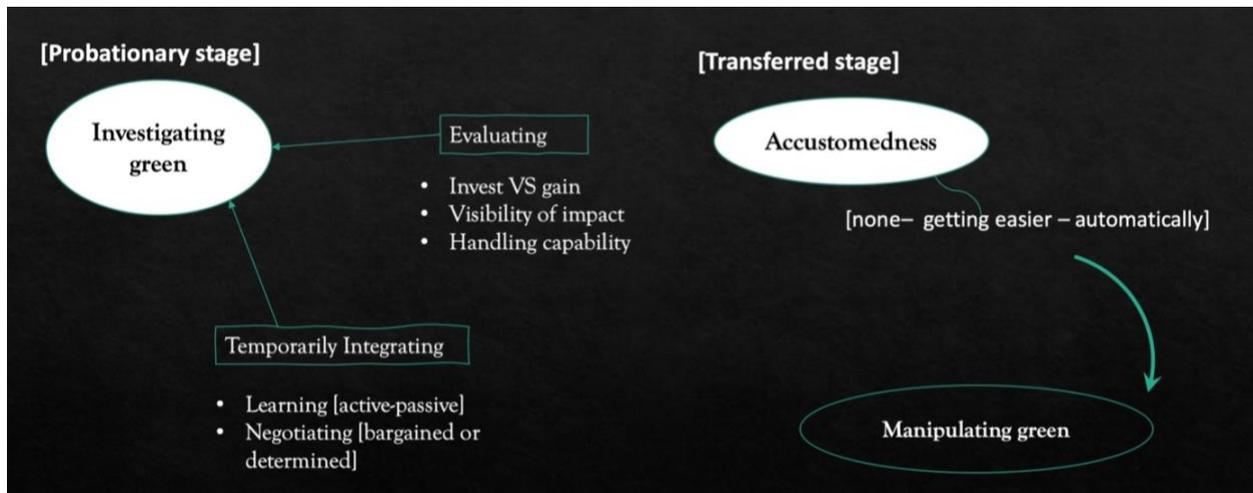
Source: Author

Figure 4.17 Part of my memo "Assessing Green" in the form of a diagram.



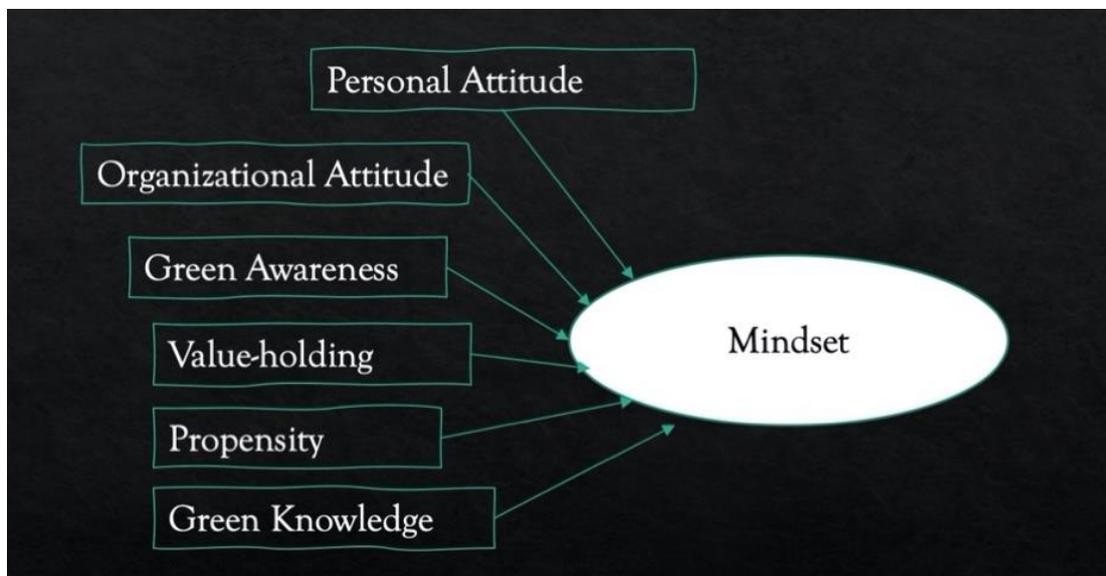
Source: Author

Figure 4.18 Part of my memo “Investigating Green” and “Accustomedness” in the form of a diagram (as a result of my first round of sorting memos).



Source: Author

Figure 4.19 Part of my memo “Mindset” in the form of a diagram (as a result of my first round of sorting memo).



Source: Author

I sorted memos to see the relationship amongst concepts for the first time, yet, there were still some emergent concepts, such as “Scoping green”, “Complying” and “Green strategy”

(see Figure 4.20 to Figure 4.22) that failed to find their best fit in my emerging theory. I did not force-fit them during this stage, I rather waited for more data to be gathered in the following phases of fieldwork to guide their conceptualisations.

Figure 4.20 Growth in the conceptual level of developing concept "Scoping green": the concept that failed to integrate into the emerging theory during Phase One of data collection and analysis.

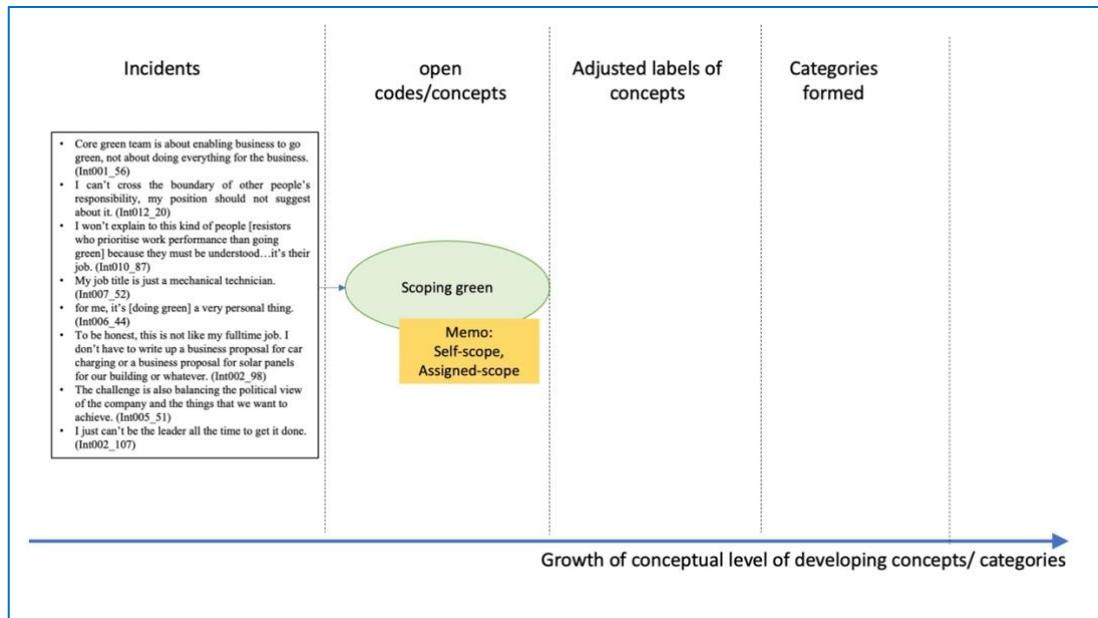
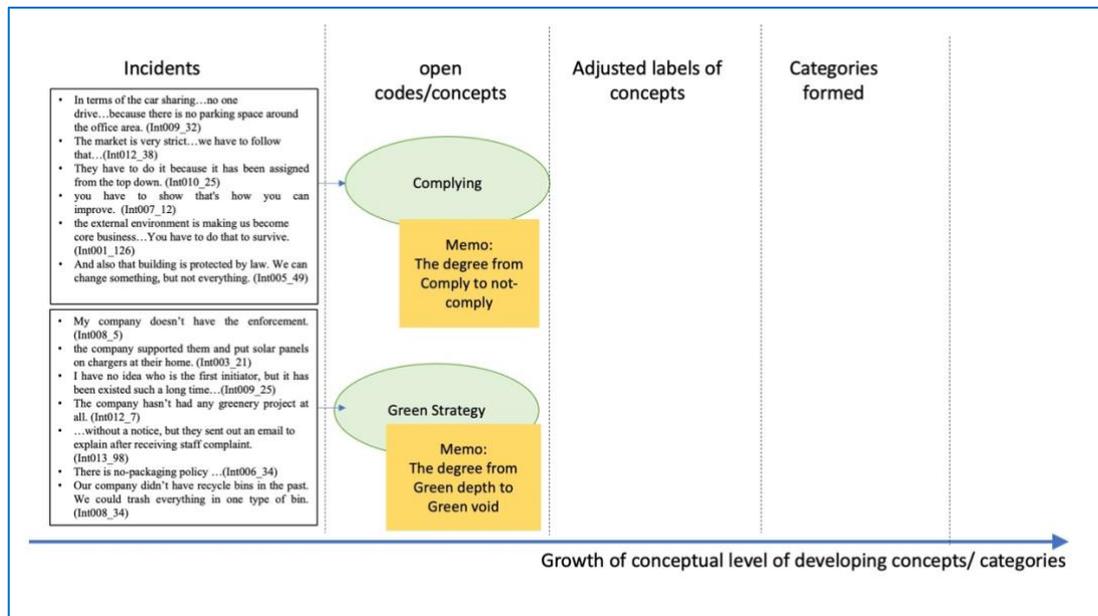
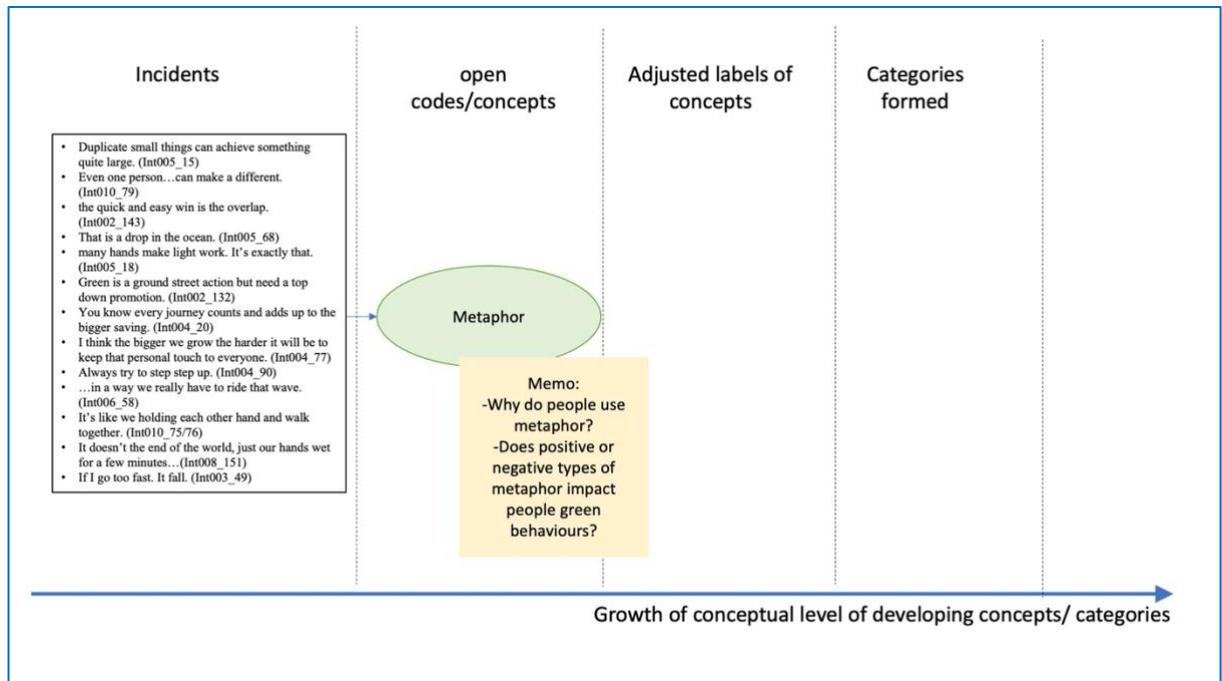


Figure 4.21 Growth in the conceptual level of developing concepts "Complying with green" and "Green strategy": the concepts that failed to integrate into the emerging theory during Phase One of data collection and analysis.



Source: Author

Figure 4.22 Growth in the conceptual level of developing concept "Metaphor": the concept that failed to integrate into the emerging theory during Phase One of data collection and analysis.



Source: Author

In early December 2019, I finally proposed a potential core category of “Assessing Green” because it appeared to be the main concern of people¹⁴, as opposed to “Investigating Green” and “Accustomedness” which seemed to be the resolution of the main concern. My participants performed four patterns of behaviour: “Pushing Green”, “Doing Green”, “Suppressing Green” and “Resisting Green”, as consequence of their “Assessing Green”. So, by that time, I understood “Assessing Green” to be the main concern of people, processed by “Investigating Green” and “Accustomedness”. Participants were thought to “Investigate Green” and tried to become familiar with green strategies, and then to “Manipulate Green”.

¹⁴ I later realised that the core category is not always the same as the concept, which is the people’s main concern.

I presented my theory in a grounded theory troubleshooting seminar and received constructive comments from the other participants including comments relating to theoretical sampling. A classic grounded theory will help you understand the main concern of a population and how this concern is resolved or processed. Whilst I was making good progress, 13 interviews did not provide sufficient data to develop a theory which would explain what was going on in the area of interest. I, therefore, planned to conduct more interviews in order to further develop my emerging theory.

4.3 Phase Two—Theoretical sampling for selective coding, delimiting to the core category and related categories

For the first phase of data collection, I expected my participants to provide enough data to enable me to move forward to the next phases of study. Analysis of the first 13 interviews in the opening stage showed that I needed to collect specific data relating to the interaction between individuals or groups of individuals within firms. This meant that I needed to recruit participants who could provide this data. The latter sampling technique is known as ‘theoretical sampling’ (Glaser & Strauss, 1967).

4.3.1 Data collection using theoretical sampling approach

According to Glaser (1998) the more deductive stage of the grounded theory method begins when the core category is identified. Theoretical sampling and selective coding for the core category and sub core categories delimit the emerging theory. More specific data will be collected to saturate concepts that when related together as theory will explain what is going on in the area of interest. According to Glaser and Strauss (1967), theoretical sampling is a stage of data collection, which evolves around the core category and shows the researcher who to sample and where to go next to find the missing links amongst emergent concepts.

In my case, at that point, “Assessing Green” was identified as the main concern of internal stakeholders and also as my core category. Separately, “Investigating Green” and “Accustomedness” involved the process of mitigating or resolving the main concern. However, these emergent concepts tended to be conceptualised towards individual behaviour rather than group behaviour within an organisation. I, therefore, decided to utilise the approach of *maximising differences* amongst comparison groups and continued to sample them within my original substantive area. Glaser and Strauss (1967) suggest that

“...maximizing differences among comparison groups, increases the probability that the researcher will collect different and varied data bearing on a category, while yet finding strategic similarities among the groups. The similarities that occur, through many diverse kinds of groups, provides, of course, the most general uniformities of scope within his theory. As an analyst tries to understand the multitude of differences, he tends to develop the properties of categories speedily and densely and, in the end, to integrate them into a theory that processes different levels of conceptual generality, thereby, delimiting the theory’s scope”. (p.56).

Hence, collecting more data from any internal stakeholders who worked for UK-based companies remained the only sampling criterion. When selective coding, I focused on whether or not a higher number of informants would change my theory towards *organisational behaviour*. Additionally, I sought to understand *how, when, and why people “assess” the green strategy*. In doing so, I expected I could also integrate my emergent concepts/categories to form a basic shape of my emerging theory.

The interview questions at this data collection phase aimed to focus more on the probing questions that investigate behaviours within an organisation. During phase one, the face-to-

face interviews lasted between 1.5 to 2 hours, however, interviews during the second phase were much shorter¹⁵. In part, this was because some of the phase 2 interviews were carried out online but mainly it was because the interviews became more focused as I asked only about what was important to the development of the theory. I, therefore, move forward to the theoretical sampling and selective coding stage and began by recruiting and interviewing more informants from late January 2020.

At the time, I expected that the total number of research participants would be about 50 because I noted that the average number from previous classic grounded theory studies, particular in the business area, are between 35-65 research participants. By this point, however, I realised from my experience that the grounded theory approach is not linear and is very pragmatic I noted that whilst creating a research plan for implementing the grounded theory method was helpful, it became clear that the plan is just a guideline and can be changed anytime during the process. This is why many experienced grounded theorists maintain that grounded theory is a pragmatic approach (e.g., Birks and Mills, 2015; Holton and Walsh, 2017; Andrews *et al.*, 2017).

From January to March 2020, I completed an additional 12 interviews for my theoretical sampling phase and aimed to collect more data if possible. See Table 4.5 for the list of interviewees in Phase Two of data collection and analysis. However, in mid-March 2020, the Covid-19 pandemic began. The response rate from invitations to interviews fell dramatically during this worrying time. In addition, because of the UK lockdown, I recruited people from social media and had to conduct virtual or phone interviews, instead of holding face-to-face interviews. Furthermore, in order to maintain the rhythm of ‘*collect-analyse-collect-analyse*’, I was taking fieldnotes during each interview and coding from these fieldnotes. This was

¹⁵ Due to the fact that the first phase of interviews took place before the outbreak of the COVID-19 pandemic, these were face to face interviews, in combination with using the open interview strategy.

because I had to tweak the interview questions in each interview according to its developing concepts. Later I transcribed the recorded interviews and read them line-by-line, seeking and coding incidents. By the end of June 2020, I had interviewed 12 people in the second phase of data collection, 25 people in total (see Appendix 5 for the completed list of interviewees).

Table 4.5 List of research participants in the theoretical sampling phase for selective coding.

Type of Interview	Informant	Gender	Job position	Industry	Date of interview	length (mins)	Types of interview
Theoretical sampling	INT014	Female	Staff	Retails	03/12/2019	47	VDO conference
Theoretical sampling	INT015	Male	An officer	Technologies	01/01/2020	20	Face-to-Face
Theoretical sampling	INT016	Female	Staff	Supply chain	18/01/2020	35	Face-to-Face
Theoretical sampling	INT017	Male	Staff	Supply chain	18/01/2020	23	Face-to-Face
Theoretical sampling	INT018	Female	An officer	Technologies	20/01/2020	25	Phone
Theoretical sampling	INT019	Male	Staff	Communications	20/01/2020	11	Phone
Theoretical sampling	INT020	Female	An officer	Consumer goods	20/01/2020	35	Phone
Theoretical sampling	INT021	Male	An officer	Education	21/01/2020	36	VDO conference
Theoretical sampling	INT022	Male	Senior managers	Oil, Gas & Energy	23/01/2020	34	Phone
Theoretical sampling	INT023	Male	An officer	Oil, Gas & Energy	23/01/2020	20	Face-to-Face
Theoretical sampling	INT024	Female	An officer	Oil, Gas & Energy	28/01/2020	25	Phone
Theoretical sampling	INT025	Female	An officer	Finance	09/03/2020	19	Phone

Source: Author

4.3.2 Second round of sorting memos

I decided to sort my memos to create an analytic base from which to commence the selective coding stage. It took time for me to find out which way worked best for me. This was because at the time I did not fully understand the purpose and practical aspect of hand-sorting as suggested by Glaser (1978); I instead attempted to utilise computer software to assist me in this process. However, I later realised that hand-sorting was convenient to move the concepts around until a researcher found their best fits in the theory.

When I first attempted to sort my memos, I misunderstood what I was supposed to do and tried to use Microsoft PowerPoint® software to sort the memos by drawing map and diagrams to make sense of my concepts/categories. I now realise that what I did was to create new memos¹⁶. These memos were useful, however, I remained uncertain of the sorting process, I therefore decided to use NVivo® as a backup tool to re-sort all memos that I had written until that time.

In mid-February 2020, I attended a two-day intensive NVivo® software training course by a respected qualitative researcher. I applied the knowledge I received from this training to sort my memos for the second time. By utilising NVivo® software to sort my memos, I essentially grouped each concept/category, its related ideas and incidents together (see Figure 4.24 to Figure 4.25 below). Following on from this, I drew maps to connect these concepts/categories, trying to make sense of the relationships amongst them (concepts, categories, properties, sub-properties, and dimensions). When I had some further ideas regarding their relationships, such as some concepts becoming properties/sub-properties of other concepts or some concepts being able to be grouped as a category, I generated more codes and memos based upon this approach.

¹⁶ I later learnt that this approach of mine was not sorting memos, instead this was creating a different memo. Sorting memos described by Glaser (1978) is actually picking up a printed memo, extracting useful ideas by cutting them out with scissors and then placing the written idea relative to the memos about the core category.

Figure 4.24 Sample illustration of sorting the memos inside NVivo®: emergent concepts related to individual-level.

Name	Files	Referer
Assessing the green impa...	0	
Change	1	
Handling Green_Behaviour	1	
Mindset	1	
Probationary stage	1	
The Green-ness_People	1	
Transferred stage	1	

Source: Author

Figure 4.23 Sample illustration of sorting memos inside NVivo®: emergent concepts related to the company-level.

Name	Files	Referer
Green Companies	0	
Green Champion	1	
Green Depth	1	
Accessible	1	
Green benefit	0	
Green communic...	0	
Channels of co...	0	
Period of com...	0	
Green investment	0	
Green programs	0	
Green options	0	
Continuous	0	
Explicit	1	
Green Infrastruct...	0	
Green management	0	
Simplified	1	
Green Vacuum	1	
Complex	0	
Implicit	0	
Inaccessible	0	
Greenwash	1	
SYSTEM OF GREEN	1	

Source: Author

Figure 4.25 Sample illustration of sorting memos inside NVivo®: emergent concepts related to the linkage between the firm and individuals.

Home Create Data Analyze Query Explore Layout View				
DATA		Name	Files	Refer
▶	Files	▼ Green chain effect	0	
	File Classifications	▼ Company's input	0	
▶	Externals	Common goal	0	
●	CODES	Communication	1	
▼	Nodes	Coordinator	0	
	OPEN analysis_001-013 INTs	Practicable plan	0	
	Review Literature	Trackable results	0	
▼	SORTING MEMOs	▼ Lenient compliance	1	
	November 2019	Implicit enforcement	0	
	Firm	Peer observation	0	
	Individual	Peer Pressure	1	
	Linkage	Perceived simplicity	1	

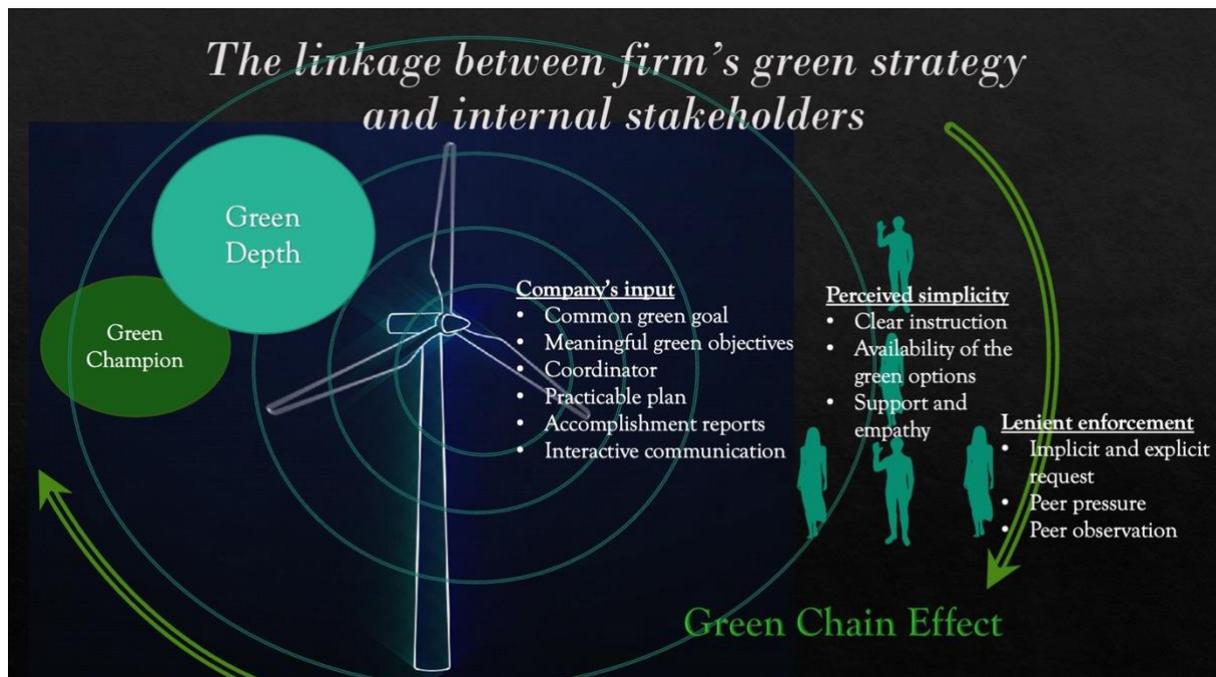
Source: Author

I wanted to explore whether using the NVivo® software to sort my memos would produce similar outcomes to those of my first attempt to sort as outlined in section 4.2.2. More importantly, I wanted to be able to confirm the core category “Assessing Green”, which I also understood as my participants’ main concern, notwithstanding that in classic grounded theory the core category and main concern are different. In preparing to sort, I discovered some further concepts and the outcome of sorting produced similar results to my first efforts to sort.

I found that the combination between Microsoft PowerPoint® and NVivo® enabled me to understand the relationships among my emergent concepts/categories. Sorting revealed gaps in my theory, which forced me to go back and forth, double-checking the grounding of my codes in the data. As a result, besides confirming the relationship between concepts/categories that I identified from my previous sorting attempt, I also discovered places of best-fit of some emergent concepts that failed to integrate with other concepts/categories in my opening phase, for instance, “Scoping Green” as another property of “Assessing Green”. More importantly, I

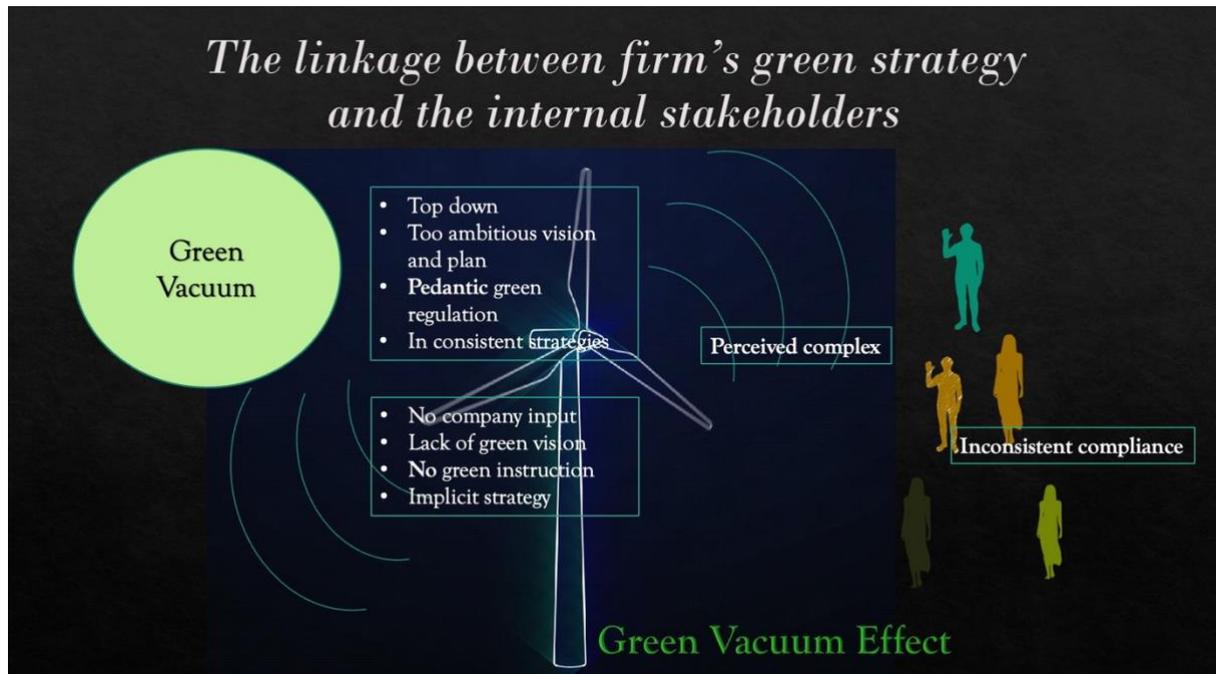
found two types of linkage between a company and its “Green-ness” (“Green-Receivers”), which were “Green Chain Effect Linkage” and “Green Vacuum Effect Linkage”. These were new outcomes that I have got from the second-time memo sorting (see Figure 4.26 to Figure 4.28 below).

Figure 4.26 Part of memos about “Green Chain” company in an illustrated form (as a result of my second round of sorting memos).



Source: Author

Figure 4.27 outlines part of memos about “Green Vacuum” company in an illustrated form (as a result of my second round of sorting memos).



Source: Author

Figure 4.28 Part of my memos about “Green Chain” and “Green Vacuum” companies in a text form (as a result of my second round of sorting memos).

TWO DIFFERENT AMBIENCES IN THE STRUCTUAL CONDITIONS

1. GREEN DEPTH company (Green Champion according to the literature)
I found from my analysis that the **green chain effect**, which is the ambience within the green depth company.

It is like a Wind turbine = When there is wind the wind turbine rotors will start spinning and generate electricity.
If there is not enough wind, the rotors of the wind turbine will not spin because there is not enough input.
If there is too much wind, for example in a storm, then the wind turbine will be overloaded with energy and will break down.

In the similar way, If the company puts in an adequate investment towards green, then there will be a positive green output.
“Green Chain effect” = I propose the “Green Chain effect”, which demonstrates that there will be a continuous sharing of information regarding green.

I may read more Literature about ‘green culture’.

Green strategy is enforced, however, this is done leniently, For example if any employee performed a negative action, which did not follow the green strategy of the company, then they will not be severely punished.
Instead, to enforce green the company will used peer pressure and peer observation. (Based upon their colleagues and their supervisors).
2. Green Vacuum company

I found ‘green vacuum effect’ = If there is not enough wind, the rotors will spin temporarily, which will cause the turbine to stop after a short period of time. If the wind turbine is to spin again, it must receive at least the same amount of wind input. It creates the green vacuum ambience within the company.

If there is not enough wind, the rotors of the wind turbine will not spin because there is not enough input.

Source: Author

Additionally, Table 4.6 below summarises the consequence of applying theoretical sampling techniques, *maximised differences* in comparison groups, recommended by Glaser and Strauss (1967) during the Phase Two of data collection for selective coding and delimiting scope of the theory as below.

Table 4.6 The consequence of applying theoretical sampling techniques, **maximised group differences**, recommended by Glaser and Strauss (1967) during Phase Two: data collection for selective coding and delimiting the emerging theory.

Maximised differences in groups	Data on the category (the emerging theory)	
	Comparison of similarities among concepts	Comparison of diversities among concepts
Informants who work for various sizes and industries of the business organisations in the UK.	<p>“Assessing green” “Handling green” “Green mindset” “Accustomedness” are the concepts related to individual-level.</p>	<p>“Assessing green” “Accustomedness” and “Green mindset” mostly deal with the cognitive and affective processes of individuals, whilst “Handling green” is observable behaviour.</p>
	<p>“Green Depth” “Green Vacuum” are the concepts related to structural conditions and contexts within a firm.</p>	<p>“Green Depth” is a result of having a continuous flow of sharing of green inspiration among individuals, whereas “Green Vacuum” is a result of the discontinuation of sharing green behaviour among individuals within a company.</p>
	<p>“Green chain effect” “Green Vacuum effect” “Perceived simplicity”. are the concepts related to the linkage between individuals and the firm.</p>	<p>-“Green chain effect” and “Green vacuum effect” are causes of green behaviour of individuals.</p> <p>-“Green chain effect” tends to occur when there is dominant “pushing” and “doing” green behaviour, meanwhile “Green vacuum effect” tends to occur when there is dominant “suppressing” and “resisting” green behaviour within a company.</p> <p>-“Perceived simplicity” is not the cause of behaviour but it impacts how individuals want to comply with and implement green strategies.</p>

Source: Author [based on Glaser, B. G. & Strauss, A. L. (1967). *The Discovery of Grounded Theory*. Strategies for Qualitative Research. Chicago: Aldine, p.58.]

4.3.3 Third round of sorting memos

The core category is found when the grounded theorist understands that all other concepts within the theory relate to this one concept (Glaser, 2001). In April 2020, after a few more months of conducting theoretical sampling and selective coding to fill in gaps in my conceptualisation, I came to question myself about the core category I had identified. I decided to sort my memos for the third time since it seemed that “Assessing Green” did not address all the problems of my participants: it did not link all other concepts together harmoniously. I realised that there might be a higher-level concept that I had not identified so far in my analysis. I, therefore, tried the hand-sorting technique recommended by Glaser (1978). This technique requires that memos be printed or written on sortable materials (usually paper) and suggests a grounded theorist physically sorts the memos (on a flat surface). In this way the researcher allows emergent concepts to physically move around until the right places are found such that the analyst can *see* the fit amongst concepts and their properties, and dimensions. Most importantly, an analyst is able to understand what is happening in the phenomenon of interest, what exactly the main concern of people is and how they process, manage and resolve the main concern.

I printed out all of my memos, including texts, grids, tables and maps that were the outcomes of previous sorting. Then I cut them into pieces and carefully regrouped them again by placing “Assessing Green” as the core category, in the middle of the sorting space. I also placed the other pieces of memos in the space and moved them around until I could find the best position for each within my developing theory (see Figure 4.29 and Appendix 7).

As Glaser explains:

“Soon the researcher will realize my words "everything fits somewhere" are correct. There are virtually no "left outs", however relevance may vary. He also realizes that one does not put a memo down idly, he puts it where it goes as he discovers the emergence to make analytic decisions on where it can go. The problem is the 'best fit' for the theory, since a fit can work in different ways for the theory given its multivariate integration”. (Glaser, 1998 p. 190)

Finding the best position, therefore, means that all my concepts/categories should be related to one another and together explain what is going on in the area of interest. When sorting my memos for the third time I have achieved greater clarity after a prolonged period of confusion. I also achieved greater clarity about the meaning of grounded theory terms and I segmented as follows:

- a) A category means class, division, or any relative fundamental concept. I grouped similar things together. In addition, a category is a part of how we construct phenomena and how we classify them. It will be built through comparison and classification.
- b) Property means common to a whole class, but it is not necessary to distinguish it from others. Properties will be developed by analysing or paying attention to the interaction between a phenomenon and its environment.
- c) Dimension means the measurable extent of any kind, such as length or breadth.
- d) Theories are about general facts, which involve some kind of classification. (Corbin Strauss, 1990).

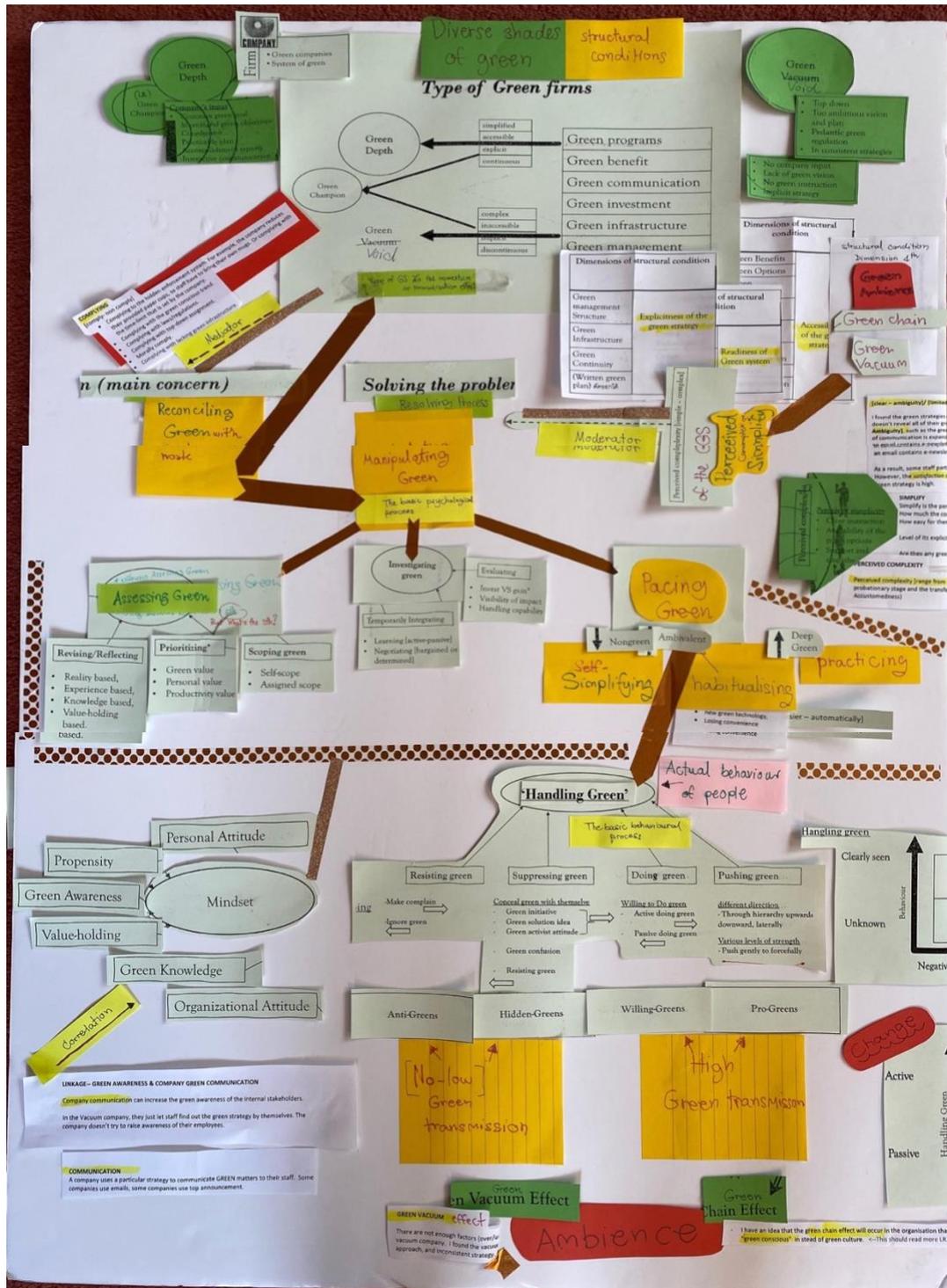
When moving my concepts around to find the place of best *fit*, I was also trying to identify the main concern of the participants as well as raise the conceptual level as to how participants were addressing the main concern. I kept asking myself “What varies the behaviour of my people such that there are four patterns of behaviour: “Pushing Green”, “Doing Green”, “Suppressing Green”, and “Resisting Green”? Then, I asked myself “so what is the main problem that my participants are facing then as they have to perform these four behavioural patterns?”.

In this way, through the continual thinking, moving and placing of memos I discovered that “Assessing Green” was not the only main concern of the “Green Receivers”, there was also “Investigating Green” and “Pacing Green” which were included in their main concern. I became aware that there should be another higher level of abstraction that conceptualised the people’s main problem, and these three concepts should become its properties. I moved my concepts, properties, and dimensions around again and again, until my “Eureka!” moment. First, I discovered a completely new concept of “Reconciling Green”, which emerged during theoretical sorting and was the green receivers’ main concern. Then more surprisingly still, I realised that my core category, “Reconciling Green” was not the main concern, but instead was the core category and conceptualised how participants resolved their main concern. I knew this because the outcome of this third-time memo sorting showed me that all other concepts and categories were linked to it.

Having recognised “Reconciling Green” as the core category of my theory my conceptualisation started to allow me to understand what was actually happening in my data. This third round of sorting memos allowed me to spot the concept “simplifying” in three different places, which later became the behavioural pattern “self-simplifying” (see pictures 4-6, Appendix 7). More significantly, I came to realise that “Perceived complexity” which has degrees of complexity from complex to simple, was a moderating variable of the Green

Receivers' resolving process where *each degree of perceived complexity affects the variation of the behavioural outcome*. Furthermore, I found "self-simplifying" is a basic behavioural pattern in the resolving process.

Figure 4.29 The result of hand sorting memos by utilising the ‘conceptual sorting’ technique suggested by Glaser 1978, p.116



Source: Author (see images of hand-sorting memos in Appendix7)

Figure 4.30 My memo recording the results of sorting memos for the third time.

Reconciling green by Manipulating green at work

'Green receivers' are the internal stakeholders who receive green strategies of a company. These green receivers identify through the compliance of some certain circumstances, such as green culture, green enforcement, or even to morally comply, has caused their main concern. Their main concern is to be reconciling 'green' with other work priorities. Moreover, *diverse shades of green* strategy are the structural conditions that Green receivers are facing when resolving the main concern. 'Manipulating green', a basic behavioural process, that green receivers use in dealing with 'green' while they can maintain the quality of managing other work priorities. The different degrees of perceived complexity of the company's green strategies have caused a variation in the green receivers' resolving process.

'Handling green' are actual behaviours that the green receivers perform to respond to their companies' green strategies. Four patterns of these actual responses can be observed as a result of 'Manipulating green', which are 'resisting green', 'suppressing green', 'doing green' and 'pushing green'. An individual internal stakeholder chooses to react to one or a combination of these response patterns, but a dominant behaviour is used to classify them. My theory categorises green receivers into four groups: Anti-green, Hidden green, Willing green and Pro-green. All of these typologies match the above four patterns of the actual responses.

Furthermore, 'green ambience' within a company is derived from the dominant type of 'handling green'. Within a company that is dominant with the green receivers who are 'doing green' and 'pushing green', green transmission is rather high and as a consequence it becomes a 'green chain effect' where 'green' will be the organisational culture. On the other hand, low green transmission occurs when 'suppressing green' and 'resisting green' are dominant. Therefore, the latter case causes 'green vacuum' ambience, where 'green' is rolled out only over a certain period of time and will become dynamic again depending upon receiving more 'green input' from a company. More interestingly, this 'green ambience' also comes back to become a factor that green receivers use to justify the complexity of their firm's green strategies.

Source: Author

In summary, I made three attempts to sort memos. The first time, I drew maps of the conceptual relationships in Microsoft PowerPoint®. The second time, I used NVivo® software programme but eventually, I realised the benefit of using the hand-sorting approach. The conceptual sorting by hand strategy is a sorting method that allows our emergent concepts to move freely until forming a theory that makes sense to the analysts (Glaser, 1978). Its outcome

is powerful and emphasises the unique feature of a classic grounded theory study of being open in all aspects.

I followed Glaser's approach and sorted my memos after I believed that I had found the core category, however, there were further realisations and conceptualisations that I needed to make. My experience of trusting the grounded theory process demonstrates that (i) accepting confusion as the treasure trove of knowledge and (ii) accepting is that an analyst will just have to be confident that *achieving clarity* will come when the time is right brings results. Having reached higher levels of conceptualisation, I decided to record the results of memo-sorting for my third round in a new memoing file. I noticed that these more mature memos contained more theorising rather than being purely chunks of information (see Figure 4.30 above).

4.4 Phase Three— Theoretical sampling for a theoretical completeness

4.4.1 Refining the developing theory

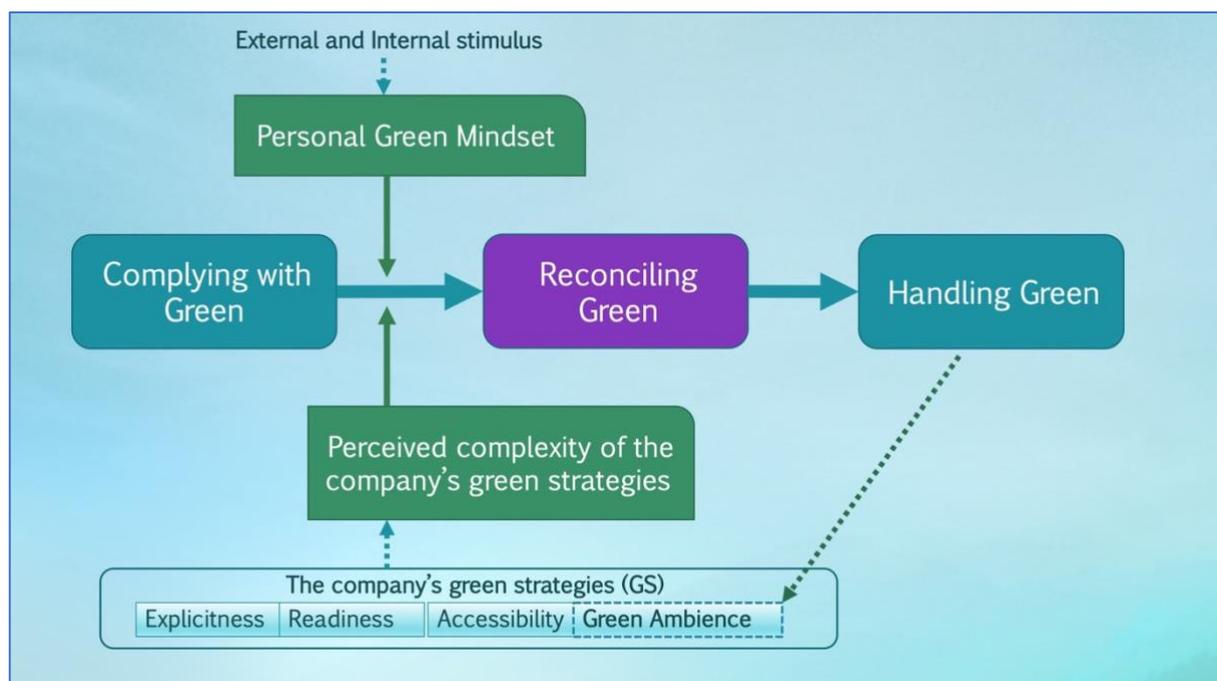
In August 2020, I still worked on developing my theory focussed on making it more compact. I collapsed some concepts together. For instance, I collapsed “Manipulating Green” with “Reconciling Green” and renamed it as “Reconciling Green at work”. Then I changed the concept name “Green-ness” to “Green Receivers”. As I worked with these concepts at a higher level of conceptualisation, I understood the bigger picture of what is going on in the field of organisational green behaviour—I saw how concepts related to one another. As Glaser (1998) states

“Conceptualization provides a sense of control and seeing the “bigger” picture” (p.133).

I also came to understand what the main concern of participants and which concepts/category represent their resolving process of the main concern. I, thus, sharpened the theory by filtering down the main concern of green receivers to “Complying with Green” and then re-identified “Reconciling Green at work” as its resolution process.

In Figure 4.31 and Figure 4.32, I rewrote my memo on the subject of my theoretical development up until this stage.

Figure 4.31 My memo of theoretical integration (as a result of refining the developing theory) in the form of a diagram.



Source: Author

Figure 4.32 My memo as a result of refining the developing theory in the form of a running text.

Reconciling Green Strategy (at work)

The 'green receivers' are seen to be the population of a firm's internal stakeholders, who receive, or are subject to, the green strategies that have been designed by the company. These green receivers identify that 'Complying with green at work' is a major concern. This concern is not only about compliance with the company's green strategies, such as official green regulations and policies or instructions, but is also related to compliance to some other circumstances that involve the signifier 'green', such as peer pressure, moral compliance, or one's own green standards.

In order to resolve the concerns about 'Complying with Green strategy', green receivers have to try to reconcile green with other work priorities. Hence, 'Reconciling green strategy' is the core process of this theory, which is the psychological process of resolving the main concerns of green receivers. This core process will lead to the green receivers engaging three stages within the rubric of 'Reconciling Green strategy': *Assessing, Investigating and Pacing*. As a result of the third stage of 'Reconciling Green strategy', green receivers will inevitably want to manage their green workings and pace themselves, in order to have enough time and energy to complete their non-green work tasks.

As a result of the three stages within the 'Reconciling Green strategy' rubric, 'Handling Green' will be the behavioural outcome. Within the 'Handling Green' behaviour aspect, there are four patterns of actual responses: *'Pushing Green', 'Doing Green', 'Suppressing Green', and Resisting Green'*. When comparing the 'Handling Green' concept with 'Reconciling Green', we can see that the latter happens mostly within an individual's mental cognition. Therefore, the four behavioural patterns within the 'Handling Green' aspect can be more easily observed. This is because green receivers actually perform 'Handling Green' in response to the company's green strategies.

However, an individual may choose to react to one or a combination of these response patterns, but a dominant behaviour is used to classify them. Furthermore, according to the 'Handling Green' behaviour theory, green receivers are categorised into four main groups: *The Pro-Greens, The Willing-Greens, The Hidden-Greens, and The Anti-Greens*. These four typologies match the above four behavioural patterns of 'Handling green'.

In terms of the perceived complexity of green strategy, this becomes a key moderating factor in determining the outcome of the 'Reconciling Green strategy'. In other words, this main factor varies green receivers into the four groups as outlined above. The different degrees of perceived complexity of the company's green strategies have caused a variation in the green receivers' process of resolution, which in turn affects their actual performance in 'Handling Green strategy'.

Moreover, this grounded theory study discovered four dimensions of a firm's green strategies, which are: 1) *Explicitness*, 2) *Readiness*, 3) *Accessibility* and 4) *Ambience of the green strategy*; all of which influence the perception of green receivers towards their company's green strategies. In the case of all of these four dimensions being perfectly aligned (meaning that each of the 4 dimensions have similar scores), the majority of green receivers will perceive green strategies as relatively straightforward in their concrete implementation. Conversely, even if one dimension is misaligned, the discrete green strategies within a company will be perceived as complex in their implementation by the green receivers. Hence, this discovery emphasises that green receivers' perceptions towards the complexity of green strategies is the key linkage between individuals' responses and a company's green strategies.

Nevertheless, regarding the *rule of alignment* (the alignment of the 4 dimensions of green strategy and its impact regarding the perceived complexity) described above, there is actually an exceptional circumstance. This involves the 'Personal Green Mindset', which is comprised of personal perspectives related to 'green', such as 'Green awareness', 'Green knowledge' and 'Green value-holding'. This circumstance entails the concept that a specific type of green receiver is excepted from this *rule of alignment*. It should be noted that although the 'personal green mindset' is not a key moderator in the theory of 'Reconciling Green strategy', it has an influential impact upon those who have a *pro-green* personal mindset. According to this theory, people who have a pro-green mindset, who will be described in the later chapters as 'The Pro-Green by *personal conviction*'; normally set higher standards in evaluating a company's green strategy. Hence, this specific type of green receiver will compare the level of their personal green mindset with the four dimensions of a company's green strategies. Then, if these four dimensions (in addition to their personal green mindset [4+1] are aligned together, these specific 'green receivers' would view the operation of implementing a given green strategy in relatively simplistic terms.

In terms of the significant correlation between an individual's green behaviour and a company's green strategies, there will be a *higher* instance of 'transmitting green' in a company that has many Pro-Green and Willing-Green stakeholders. Conversely, a *lower* level of 'transmitting green' occurs in a company that is dominated by both the Hidden-Greens and Anti-Green stakeholders. Therefore, as a consequence of the various 'Handling Green' responses, we may discern the *fourth* dimension of a company's green strategies, which is referred to in this theory as the 'Green Ambience' dimension. This fourth dimension of a company's green strategies comprise of two conditions: 'Green *Dynamic* Ambience' and 'Green *Vacuum* Ambience'. Moreover, Green Dynamic Ambience occurs when there is a chain of green transmission between individual to individual within a company, until 'green' becomes part of the company's mainstream business culture. 'Green Vacuum Ambience', on the other hand, occurs when 'green' is implemented over only a certain period of time, so that it does not become completely absorbed within the company's overall culture.

Source: Author

In earlier phases of data collection, I had emphasised exploring the feelings and thoughts of individuals. In October 2020, I realised that I needed more data to allow me to understand the four dimensions of a firm's green strategies (see **Pictures 5-6, Appendix 7**). I, therefore, planned further selective coding and theoretical sampling to achieve theoretical completeness by deciding to return to the previous interviewees and also recruit more informants.

4.4.2 Theoretical sampling for completeness

In November 2020 the Covid-19 outbreak was still very serious around the world and most companies in the UK had their staff working from home. Some of whom had been working remotely for almost a year since the first lockdown. This meant that the structural conditions of all employees had changed dramatically. For example, at the time that I interviewed them,

the first 25 participants were working at their workplace offices, however, they now operated from home offices and no longer engaged in the daily commute by train or car. It also appeared from my previous data analysis that the participants' concerns were mostly involved with interacting with different types of people within their workplaces. I was, therefore, afraid that if I went to interview more people, who held the worries of the pandemic and lockdown and were working from home that the dramatic changes to the structural conditions would impact the integration of new data into my current theory. For this reason, I focused on looking for people who still had to work at their workplaces. In other words, I utilised theoretical sampling approach in *minimising differences in sample groups* (Glaser Strauss, 1967, p.58) by aiming at emerging properties and dimensions relating to the "Green strategy" and "Green ambience" concepts.

Whilst I was waiting for a response from the gatekeeper at a company where I had requested permission to interview their staff, I also conducted a further two interviews to test my theoretical sampling questions. Examples of my questions in these pilot interviews are listed below:

- a) Please describe the criteria that you have used in evaluating the clarity of your company's green strategies/policies.
- b) Please describe the criteria that you have used in evaluating the readiness of your company.
- c) Please describe the criteria that you have used in evaluating the accessibility of the green strategies/ green schemes of your company.
- d) How much do you feel that the company's green culture is embedded in the behaviour and actions of employees?

I learnt that only asking the above four questions made it difficult for my respondents to have an idea of how to answer. As a result of this, I added a scale to each question, which helped the respondents to visualise the extent to which their answers to each question were most reflected their thoughts. I added these scaled questions to just help my respondent to be able to reflect their qualitative responses easier, however, I did not intend to analyse any numeric response given on each scale question. Furthermore, I decided that it would be more effective to send these questions to respondents by email for them to answer in their free time (see **Appendix 6** for emailing interview questions). This was to put less pressure on the respondent during the interviews, especially during the stressful lockdown period.

Due to the fact that I did not receive any response from the company’s gatekeeper, I then proceeded to email interview questions to my initial 25 respondents. I received 12 of these completed emailing interviews back. In addition, I conducted 6 more in-depth interviews via online conference software. These 6 interviewees were not related to my previous respondents and they had had to remain working at their workplaces during the UK lockdown period (as opposed to working remotely from home). Table 4.7 shows list of interviewees in Phase Three: Theoretical sampling for a theoretical completeness.

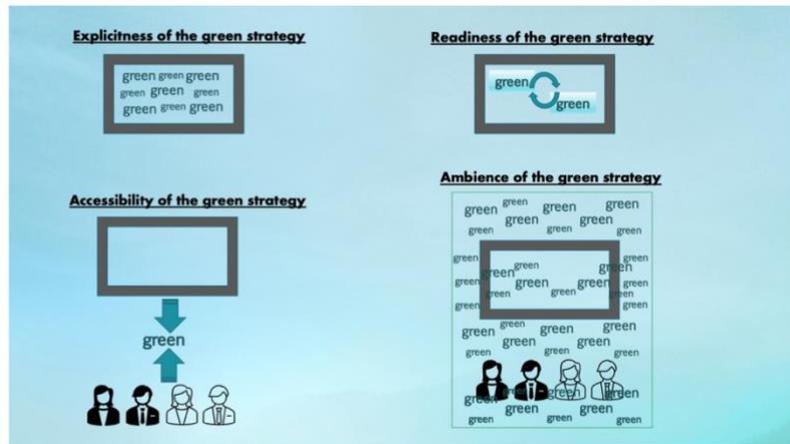
Table 4.7 List of interviewees in Phase There: Theoretical sampling for a theoretical completeness.

Type of Interview	Informant	Gender	Job positions	Industry	Date of Interview	length (mins)	Types of interview
Theoretical sampling	INT027	Female	An officer	Services	09/02/2021	57	VDO conference
Theoretical sampling	INT028	Female	Staff	Services	10/02/2021	27	VDO conference
Theoretical sampling	INT029	Female	Staff	Manufacturing	10/02/2021	38	VDO conference
Theoretical sampling	INT030	Male	Staff	Supply chain	14/02/2021	17	Phone
Theoretical sampling	INT031	Female	An officer	Oil, Gas & Energy	31/05/2021	40	VDO conference

Source: Author

According to the latest analysis of 6 interviews and 12 completed emailing interviews, I obtained new data which helped me to fill in my theoretical gap. Firstly, I received more information relating to the four dimensions of the green strategy as displayed in the memos below (Figures Figure 4.33 and Figure 4.34).

Figure 4.33 Part-one of my memos regarding a further detail of four dimensions of a company's green strategies.



-Explicitness refers to the long-standing green strategy of the firm.

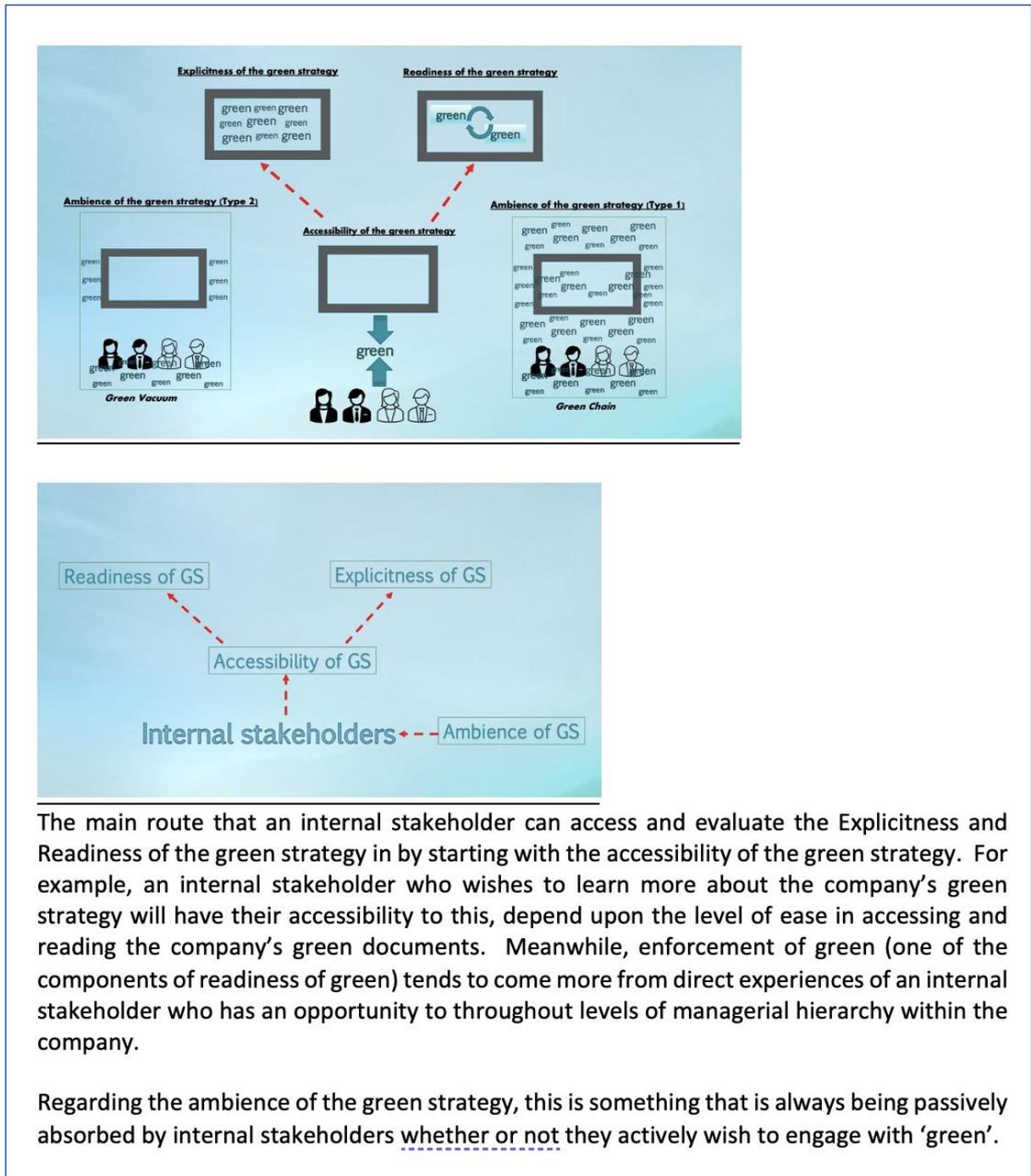
-Readiness of the green strategy refers to the inter-department dynamics relating to 'green'.

-Accessibility of the green strategy refers to the various 'touch points' about 'green' between different internal stakeholders.

-Ambience of the green strategy incorporates everything that has a relevance to 'green' and connect to 'green' within a company. For example, anything from the number of trees and plants within the company ground and offices, to the mindset of employees and the way in which they feel toward 'green'. The ambience also relates to the informal conversation that take place privately between employees.

Source: Author

Figure 4.34 Part-two of my memo regarding a further detail of four dimensions of a company's green strategies.



Source: Author

Figure 4.33 and Figure 4.34 above, contain memos written in the stage of theoretical completion and have reverted to comprising chunks of information again rather than theorising

prose. The justification for this is because these memos are based upon the data that was theoretically sampled to fill a gap in my theory at that stage.

In July 2021, according to my memo writing at that stage, I summarised the scope of a firm’s green activities that are related to each dimension of a firm’s green strategies (see Table 4.8 below), and I felt that I wanted to understand more of how Pro-greens by conviction and Anti-greens perceive the four dimensions of the company strategies. This is because both groups of green receivers perform ‘green’ differently, and these types of green people are on opposite ends of a continuum.

Table 4.8 Memo regarding four dimensions of a company’s green strategies comprising of their meanings and properties.

Dimensions	Meaning	Properties of concepts
Explicitness	The long-standing green strategy of the firm.	Green management structure Green infrastructures Green credential
Readiness	To the inter-department dynamics relating to ‘green’ action.	Green enforcement Green management Green development
Accessibility	The various ‘touch points’ about ‘green’ between different internal stakeholders.	Green benefits Green options Green engagement Green investment Green clarification Green communication (channels and period of communication)
Ambience	The feeling of green experienced in a company.	A range from Green Dynamic to Green Vacuum. How ‘green’ runs within an organisation naturally without any official force or pressure.

Source: Author

Following on from this, I went back to my data from previous interviews and found some Anti-greens. I then selectively coded this data, in relation to how the Anti-greens perceived these four dimensions of the green strategies. I also found that I had data from two previously

unidentified Pro-greens by conviction, I tried to contact these two interviewees to collect further data on their perceptions on the four dimensions of the company's strategies, however, neither of these interviewees replied, so I decided to carry on the analysis from field notes that I had made when attending an event relating to the world's climate change issue in February 2021.

This event was about ways to drive the UK advertising industry towards NET ZERO carbon emissions. The session was a one-hour long online forum held via the Zoom conference web application, comprising of three keynote speakers who each have high levels of green passion, as well as the other 30 attendees. During this session, I took notes from each keynote speaker and also the Q&A from other members of the online audience. Figure 4.35 and Figure 4.36 below show that on analysis of the field notes. I was able to identify the similarities and differences between the Pro-greens and the Anti-greens.

Figure 4.35 shows a memo from selective coding for theoretical completion—*The Pro-greens*.

PRO-GREEN and 'Change'

Always assess every dimension of the green strategy and also assess the green ambience. They constantly looking for '**change**' in a better way.

Pro-greens want to make or see change quicker because they believe that time is limited. (we're running out of time).

They assess not only the green strategy of the company, but also external intervention from the government.

The Metaphor of Pro-greens' is 'synergistic negative' (about damaging the environment), and synergistic positive (about people making change in a better way).

They want to push green quicker, harder and wider (both inside the company and externally) as effectively as possible.

Pro-Greens comply with their high green standards.

So, talking about 'Change' from the perspective of the Pro-greens. They want to make **change quicker, wider, more viable, measurable and effective**.

Literature review: organisational change, institutional change → to understand 'green' more from the Pro-green's perspective.

Pro-Greens INT002, INT022, INT032

Source: Author

Figure 4.36 A memo from selective coding for theoretical completion— *The Anti-greens*.

The Anti-Green

Glaser (1998, p.138) said “the researcher should keep in mind the various kinds of data, of which five come to the fore immediately. Each may affect the generating of concepts differently. **First**, there is baseline data, which is just participants describing there are and action. It is what we usually typically infer as data. **Second**, there is interpreted data. The participants describe what is going on in a way that tells the researcher how to see it. **Third**, we have properline data. The participants tell the researcher what he is supposed to hear as proper about the area. **Fourth**, we have vague data, where the participant mumbles as little as possible about what is going on, and even that is vague. No one is supposed to know what is going on. **Fifth**, we have conceptual data. In some areas of life so many nvivo concepts have been generated that they dominate how everything is talked about. It appears as jargoned shorthand, ideological rhetoric, or reified description. In all cases it is hard to get empirical referents. These five types are all data but can effect conceptualisation valiantly.”

According to Glaser’s statement above, the anti-greens gave the interviewer the *Fourth* type of data—that is vague data, where the participant mumbles as little as possible about what is going on, and even that is vague. No one can know what is going on.

How do I know that the Anti-Greens provided vague data in the interview?

I compared the data given by the Anti-greens’ colleagues. I found that Anti-Greens can both have low or high awareness of ‘green’, but they won’t do green within the company. This can be from their personal attitude, and I mostly found a high level of ignorance related to the ‘Green’ strategies of the company.

Interestingly, Anti-greens spend a longer time in Investigating green, especially Evaluating between Investing and Gaining. This is because they can’t find the tune of balance.

Anti-green perceives implementing the green strategy as being simple, yet they tend to spend less time in getting to know the green strategy of the company.

People who have high green awareness, can be one of the Anti-greens because of their strong personal attitude.

Anti-Greens didn’t even send me back the questionnaire, perhaps they could not assess green logically in writing format.

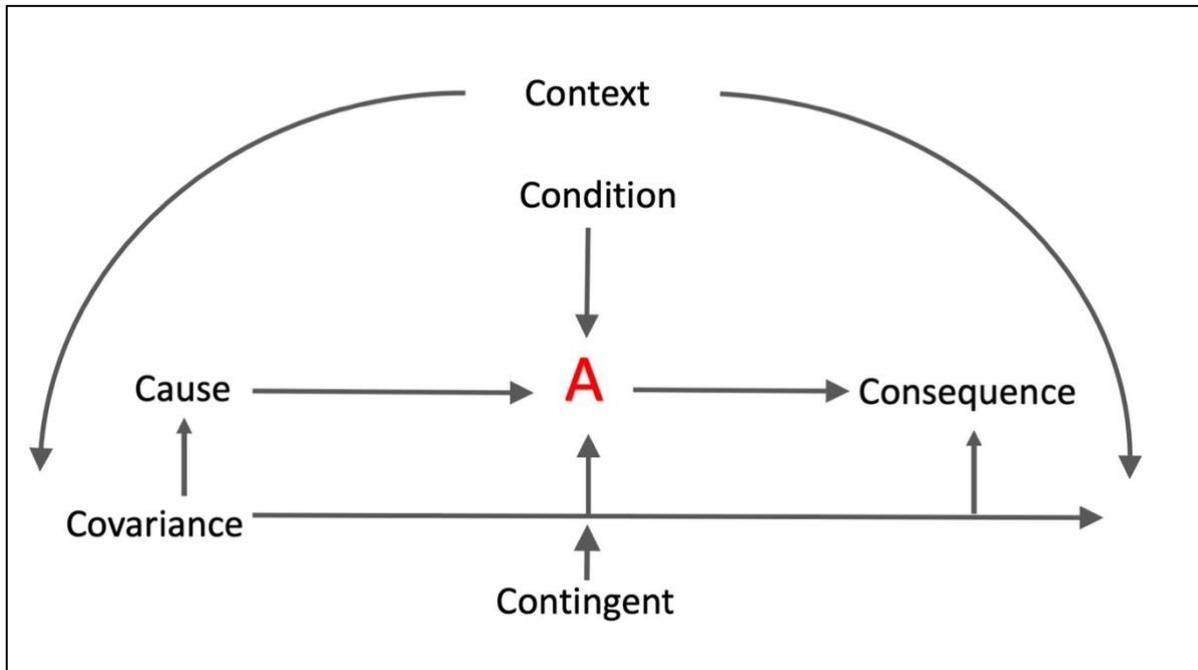
Source: Author

4.4.3 Using 6Cs theoretical coding (guided by Glaser) to re-conceptualise the final theory

Prior to my third grounded theory troubleshooting seminar in March 2021, my understanding with regards to theoretical coding was that a theoretical code was a more abstract name whereby an analyst labels some groups of substantive concepts, which raises that particular group of substantive concepts to a higher level of conceptualisation. In addition, those theoretical codes should be able to relate similar substantive concepts together. Despite reading a range of theoretical sensitivity and theoretical coding books (e.g., Glaser, 1992, 1978 and 2005), my understanding was incomplete.

My understanding changed after attending the troubleshooting seminar in March 2021. I again studied Glaser's writings on theoretical codes (1978, 2005) and learned about the many theoretical codes suggested, especially the 'Six C's coding families' (Glaser, 1978, p.74) (see Figure 4.37); 'Asymptote'; 'Temporal family codes' (Glaser, 2005, p.22). A grounded theorist seeks the theoretical codes that best model our concepts, using them as a simple research framework to integrate our theory that ultimately leads to an easier time writing up. When writing up, however, the grounded theorist *operates their thoughts when conceptualising by using theoretical codes but uses substantive codes when writing up a theory* (Glaser, 1998).

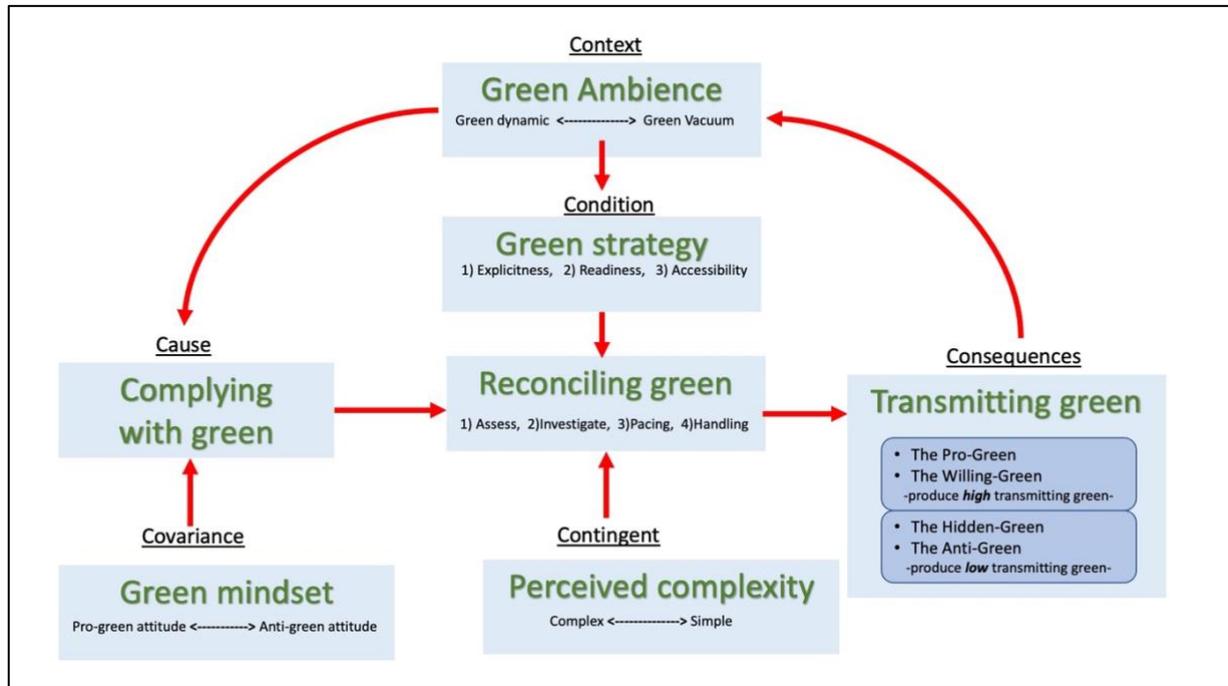
Figure 4.37 Glaser (1978)'s 'Six C's diagram: coding families as the properties of the category/concept "A".



Source: Glaser, B.G. (1978). *Theoretical Sensitivity*. Fifth. United States of America: The sociology press, p.74.

During hand sorting of my memos, the Glaser's six Cs theoretical coding families, which are one of many theoretical codes guided by Glaser (1978 and 2005) emerged as the optimal theoretical codes to best integrate my concepts into a theory. I, additionally, slightly adapted the Glaser's 6Cs diagram by carefully constructing the theory to include a feedback loop. According to Figure 4.37, Glaser's six Cs diagram, Figure 4.38 illustrates how the theoretical code of The 6Cs, *causes, contexts, contingencies, consequences, covariances and conditions* (Glaser, 1978 p. 74), integrates my emergent concepts with each other. This theoretical code tightened my theory enabling it to explain concisely, with parsimony, what is going on in the phenomenon of "organisational green behaviour".

Figure 4.38 My theory (before the final revision), based upon Glaser (1978)'s 6Cs theoretical coding.



Source: Author

According to Figure 4.38, in the case of my doctoral study, “*Complying with green*” is the main concern of a firm’s internal stakeholders and it is recognised as a cause in this model. “*Reconciling green*” is the core category of the theory and conceptualises how these internal stakeholders are dealing with their main concerns. There are four properties within the concept of “*Reconciling green*”: 1.) “*Assessing green*”, 2.) “*Investigating green*”, 3.) “*Pacing green*”, and 4.) “*Handling green*”.

The stages of “*Assessing Green*”, “*Investigating Green*”, “*Pacing Green*” mostly happen within people’s cognition or psychological process, whilst “*Handling green*” refers to their actual behaviours that can be easily observed.

“*Green mindset*” was covariant, meaning that how people reconcile green co-varies with variations in participants’ mindsets. It, therefore, had a direct impact upon how people comply

with 'green' (main concern). This mindset refers to the personal attitude of a person towards caring for the environment. For example, an internal stakeholder with a "*pro-green mindset*" is more concerned in "*complying with green*", than an internal stakeholder with an "*anti-green mindset*".

Meanwhile, "*Perceived complexity*" is contingent in this model, meaning that the process of "*Reconciling Green*" is contingent on the degree to which a green strategy is perceived as complex or simple by an internal stakeholder. "*Transmitting green*" is a consequence of this model. As internal stakeholders deal with their process of resolving or mitigating their main concerns, their responses transmit 'green' into the company's green context. This means that the context, "*Green Ambience*", is produced by the internal stakeholders of firms: it is intangible and in the case of this study, it is the feeling of "greenness" of the organisation. At its most intense, the green ambience produces a "*green dynamic*", whereas its absence creates a "*green vacuum*".

"*Green Ambience*" has a direct effect upon the main concern of "*Complying with green*". For instance, if a firm has a high green dynamic, then new staff joining the company will tend to detect and pick up upon these 'green' habits and mindset: complying with green becomes less of a concern and more of an opportunity. As a consequence, the level of green compliance will be higher in cases of a firm having a high green dynamic and vice versa.

Lastly, "*Green Strategy*" is composed of three dimensions: 1) "*Explicitness*" 2) "*Readiness*" 3) "*Accessibility*", which are recognised as structural conditions in this model and are referred to in Figure 4.38 above. The green strategy creates the main concern of complying with green and shapes the behaviours of internal stakeholders as they reconcile green.

4.4.4 Revising 6Cs theoretical model after the stage of theoretical writing (writing a theory chapter—Chapter 5).

Having emerged the theoretical code, the ‘6Cs’ as the theoretical code which best organised achieved theoretical integration, I applied myself to writing up the theory.

Glaser (1998)’s unequivocal advice on writing is:

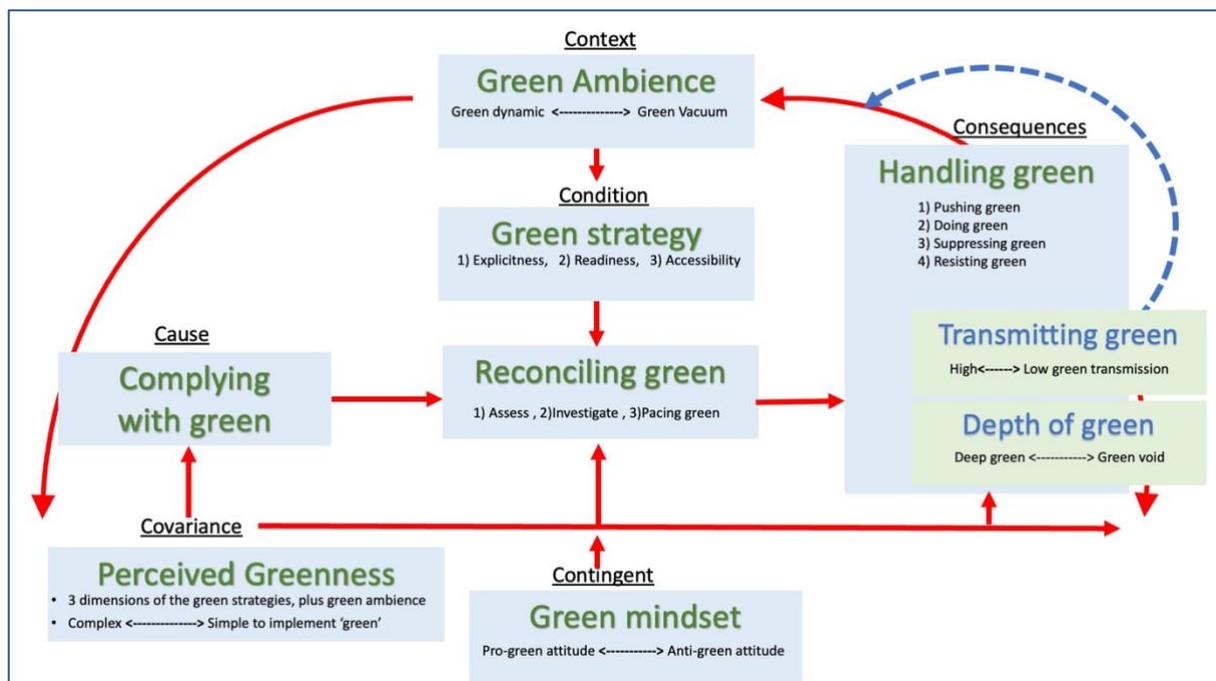
“First think theory write substance. Or more fully, think theoretical codes, write substantive codes. Second, try to always relate concept to concept instead of concept to people, which lowers the conceptual level” (p.197).

However, after spending almost two months, attempting to write substantively and conceptually, I still felt that each of the concepts in my theory were not fully and harmoniously integrated. I, therefore, returned to my theoretical model using the 6Cs families, and I tried to identify potential weaknesses in the explanation. Eventually, I decided to sort my memos one last time. As I sorted, I found that instead of one consequence, there were three consequences of “Reconciling Green”, which are: “Handling green” (people’s actual responses to ‘green’); “Transmitting green” (the green dynamic of individuals that loop back to the company’s context); and lastly, “Green depth” (the overall green shade of a company as a consequence of the green interactions within the company) (see Figure 4.39 below).

Moreover, “Perceived complexity” on which I had previously identified “Reconciling green” as being contingent upon, should become the covariance. Moreover, whereas I had previously identified “Reconciling green” as being contingent upon “Perceived complexity”. I now understood that [*“Reconciling green” or “Complying with green”*] co-varied with “Perceived complexity”. This is because an individual’s perceptions towards the company’s green strategies and green context varies how intensely an individual feels the requirement to

“Comply with green”, which also causes the variation in the process of “Reconciling green” and “Handling green”. Furthermore, “Perceived complexity”, the covariance, became conceptualised as a part of the perception of internal stakeholders—that is internal stakeholders perceive the company’s green strategies in four (3+1) dimensions before they perceive either complexity or simplicity in implementing the green strategies. I, therefore, changed the concept’s name from “Perceived complexity” to “Perceived greenness” in order to more clearly differentiate the concept.

Figure 4.39 The *revised* theoretical model of the resultant theory, applied from 6Cs coding families guided by Glaser, 1978, p.74.



Source: Author

Figure 4.39 above illustrates how a grounded theorist can ‘think conceptually’, and can ‘think theoretical codes’ (Glaser 1998, p.197). The next section summarises the development of concepts from opening stage to theoretical saturation.

4.5 Development of the concepts and categories

In Table 4.9 I demonstrate the development of various concepts. Concepts can be thought of as nodes within a theory, which have multiple inter-connecting relationships. For example, the initial concept of “Accustomedness” developed into “Habitualising”, which eventually formed part of “Pacing green” along with “Self-simplifying” and “Practicing”. “Pacing green”, is a property of the core category of my final theory.

Glaser emphasises that the final concept names should be able to fully capture the picture of the progressive meaning in one’s mind (Glaser, 1998) and the concepts in the coloured cells of Table 4.9 are those that are used in the final rendition of theory.

Table 4.9 The development of concepts/categories from opening stage to theoretical saturation— the final concepts’ names are those shown in the last column of the table, with their properties and dimensions listed in the preceding green cells.

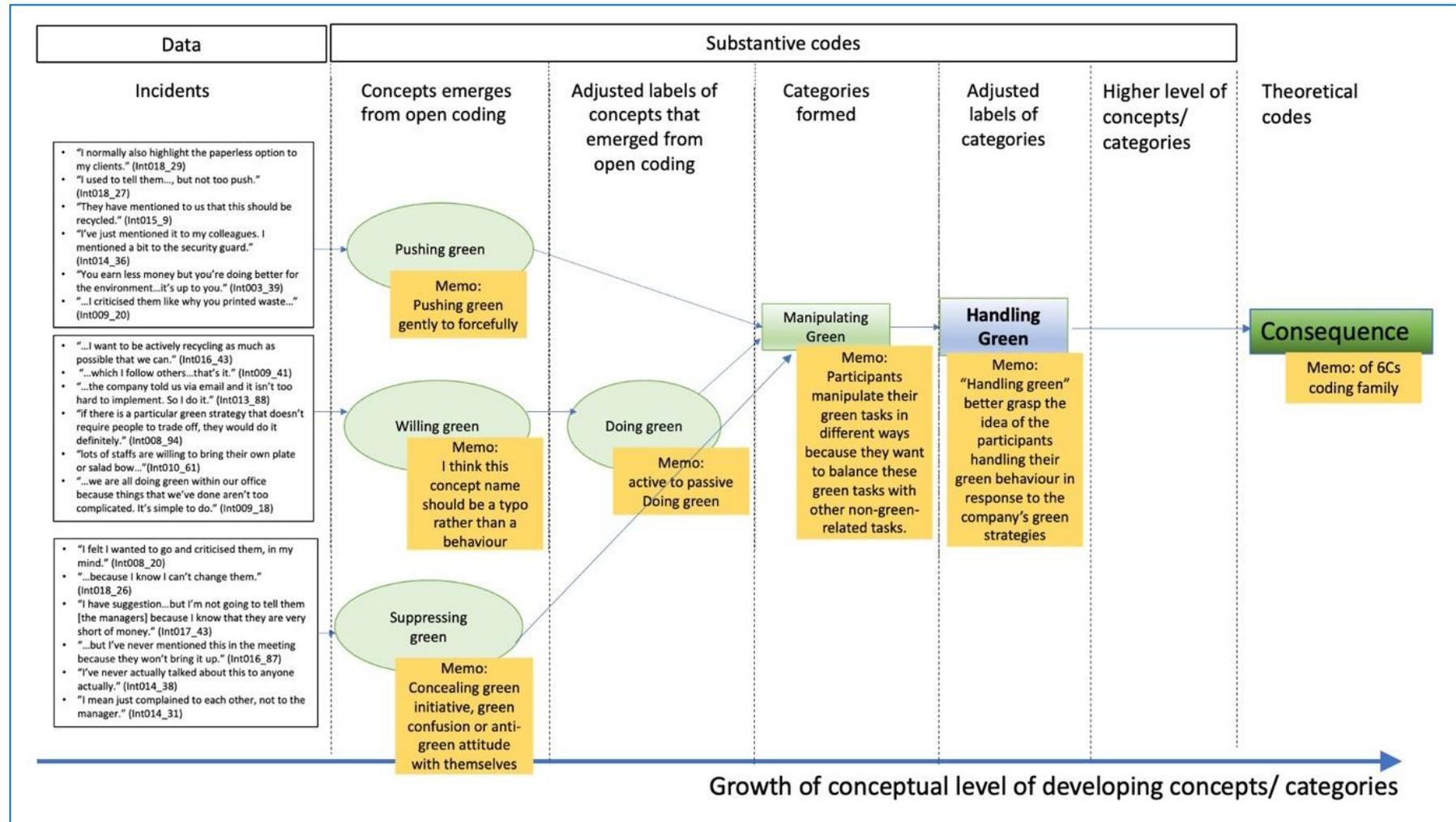
Emergent concepts		Sorting memos	Emergent concepts		Sorting memos	Theoretical coding using 6Cs family-theoretical model	Revised theoretical coding using 6Cs family theoretical model					
Open Analysis	Theoretical sampling and selective coding		Theoretical sampling and delimiting emergent concept									
Revising/Reflecting	Revising/Reflecting	<i>Assessing Green</i>				Core Category (The process of resolving the main concern) "Reconciling green"	Core Category (The process of resolving the main concern) "Reconciling green"					
Prioritising	Prioritising											
Scoping Green	Scoping Green											
Temporarily Integrating	Temporarily Integrating	<i>Investigating Green</i>										
Evaluating	Evaluating											
Investigating	Investigating											
Change (Transition/Shift)	Change (Transition/Shift)	Accustomedness						Self-simplifying	<i>Pacing Green</i>			
Accustomedness	Accustomedness							Habitualising				
Seeking help	Seeking help							Practicing				
Suppressing green	Suppressing green	<i>Manipulating Green</i>										
Ignoring/ Resisting green	Resisting green											
Complaining green	Doing green											
Pushing green	Pushing green											
Willing green												
Green-ness												
Complying	Complying	<i>Complying with green</i>										
Propensity	Propensity	<i>Transmitting Green</i>	Deep green culture	<i>The linkage (A)- Transmitting Green</i>		Consequence "Transmitting green"	Consequence (2) "Transmitting green"					
	Green Chain effect		Low green culture									
	Green Vacuum effect											
Green System	Green System		Explicitness of green strategy	<i>Firm's green strategies</i>		Context and Condition "a firm's green strategies"	Context and Condition "a firm's greenness"					
Green Strategy	Green Strategy		Readiness of green strategy									
			Accessibility of green strategy									
			Green Ambience	<i>Green Ambience</i>								
			Green Vacuum									
Metaphor	Metaphor	Mindset	Synergistic framing	<i>Green mindset</i>		Contigent "Green mindset"	Contigent "Green mindset"					
Green Awareness	Green Awareness		Lonesome framing									
Trigger of change	Trigger of change		Personal green attitude									
	<i>Perceived Complexity</i>		Through accessibility	<i>The linkage (B)- Perceived Complexity</i>		Covariance "Perceived complexity"	Covariance "Perceived greenness"					
			Green touchpoint									
						<i>Perceived (3+1)</i>						
	Green Depth company	Green Shades					Consequence (3) "Green Depth"					
	Green Vacuum company											

Source: Author

For the remainder of this section, there is a demonstration of growths of the conceptual development of *the final concepts or categories until it reaches the saturation stage* (see Figure 4.40 to Figure 4.51). These concepts are the essential elements of the “Reconciling green at work” theory, which are the concepts shown in the last column of Table 4.9 above. These diagrams will help readers to be able to track the growth of each concept. These firstly emerged from data before growing in memos, becoming saturated, and finally being shaped into a theory. These diagrams, however, are not comprehensive because each concept was developed in the manner of continual data collection and analysis over 3 years of the grounded theory process. There are 126 pages of constant comparative analysis and 82 pages of memos, hence, the diagrams below show the necessary information for the formulation of each concept.

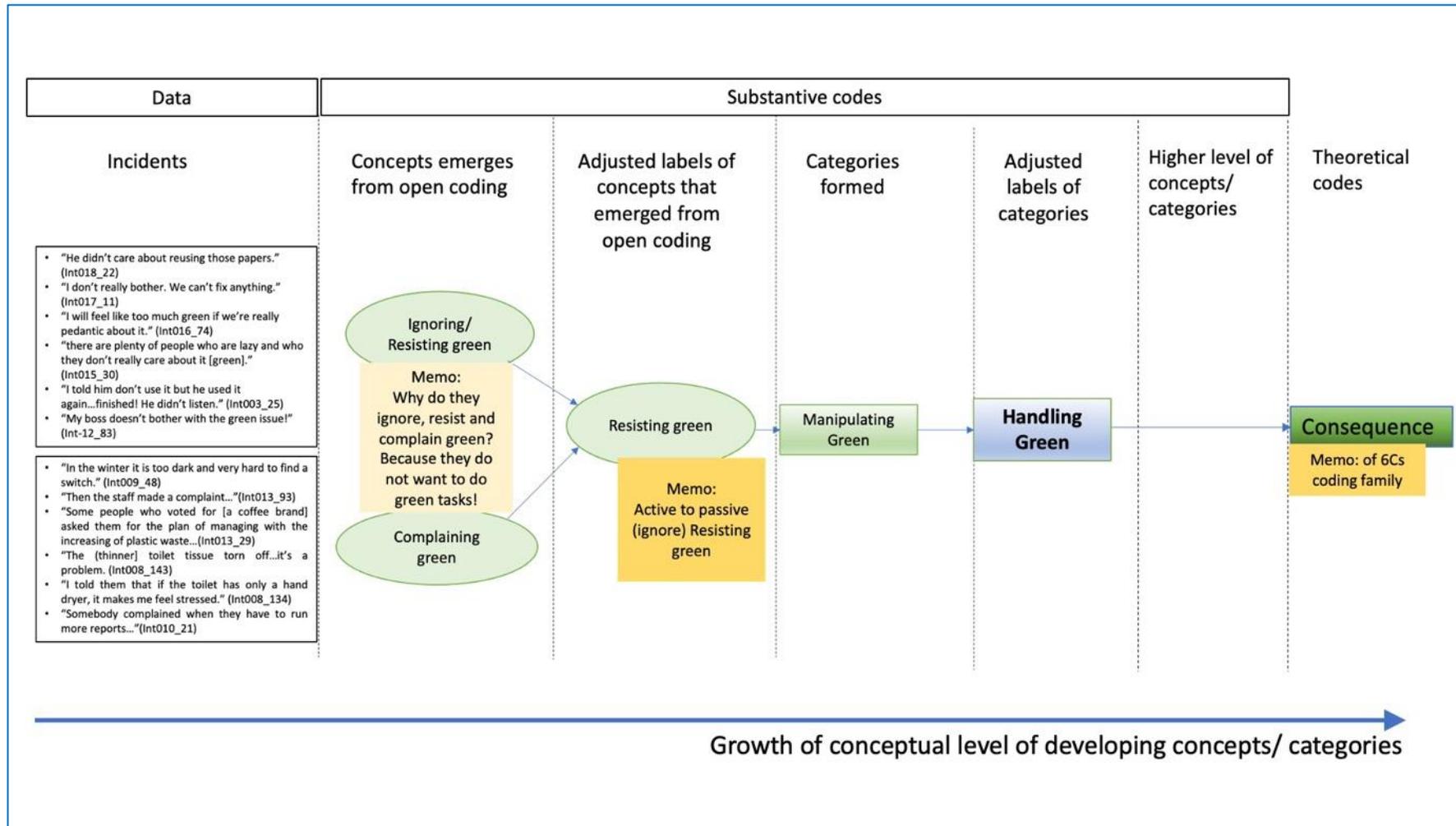
The next chapter, which is the presentation of the theory, will not be interrupted by these diagrams. This is because a theory is a connected set of hypotheses or propositions that is described in the form of statements connecting concepts together (Glaser, 1998). Each of the concepts emerged and elaborated upon how “green receivers” comply with and reconcile green behaviour. These concepts, therefore, are closely related to each other. Moreover, once the theory reaches theoretical saturation, it has already grasped the idea of behavioural patterns, and one uses the highest abstract to explain the theory (Glaser, 1998).

Figure 4.40 Pathway of the saturated concept “Handling green” (1/2).



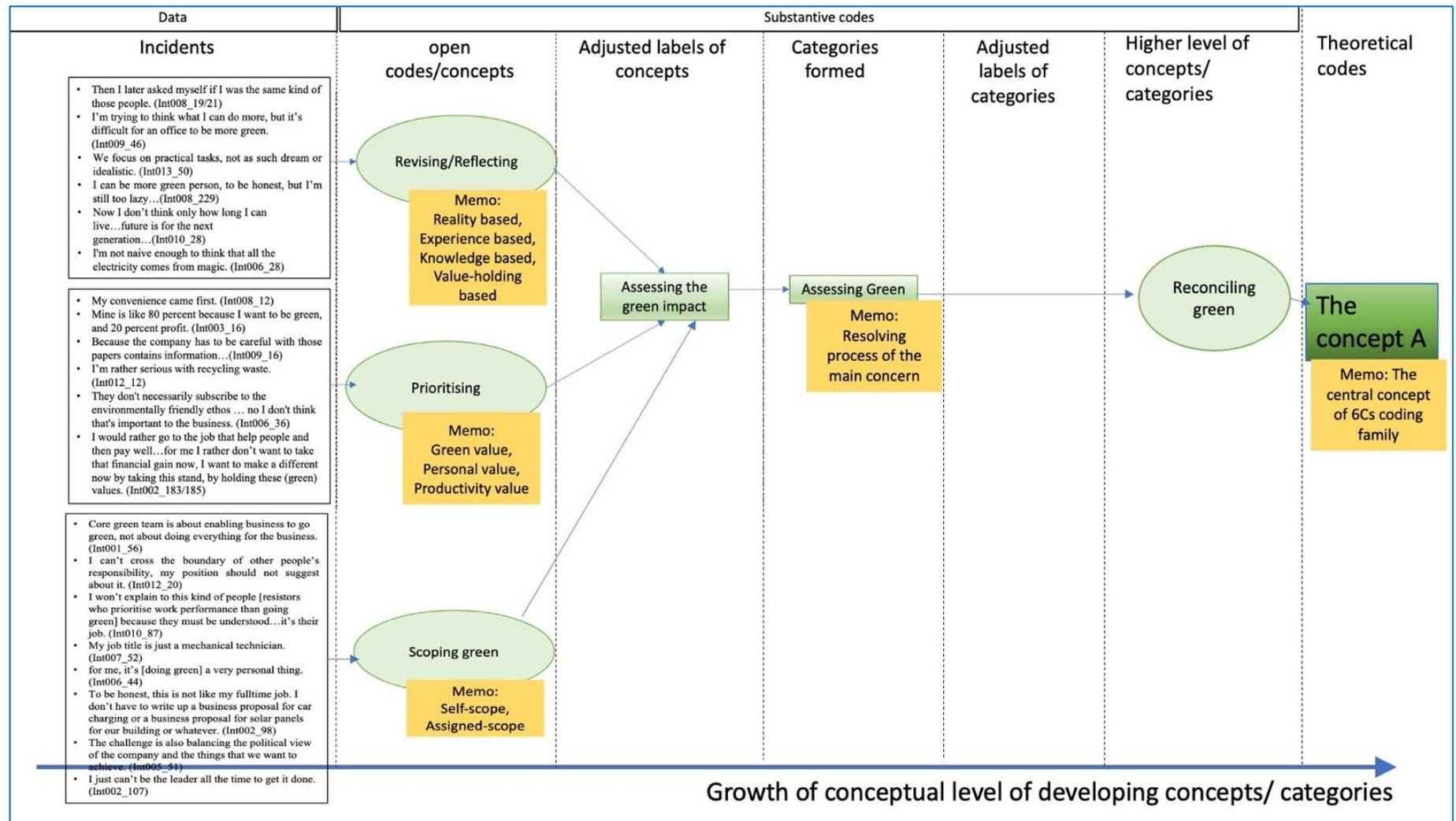
Source: Author

Figure 4.41 Pathway of the saturated concept "Handling green" (2/2).



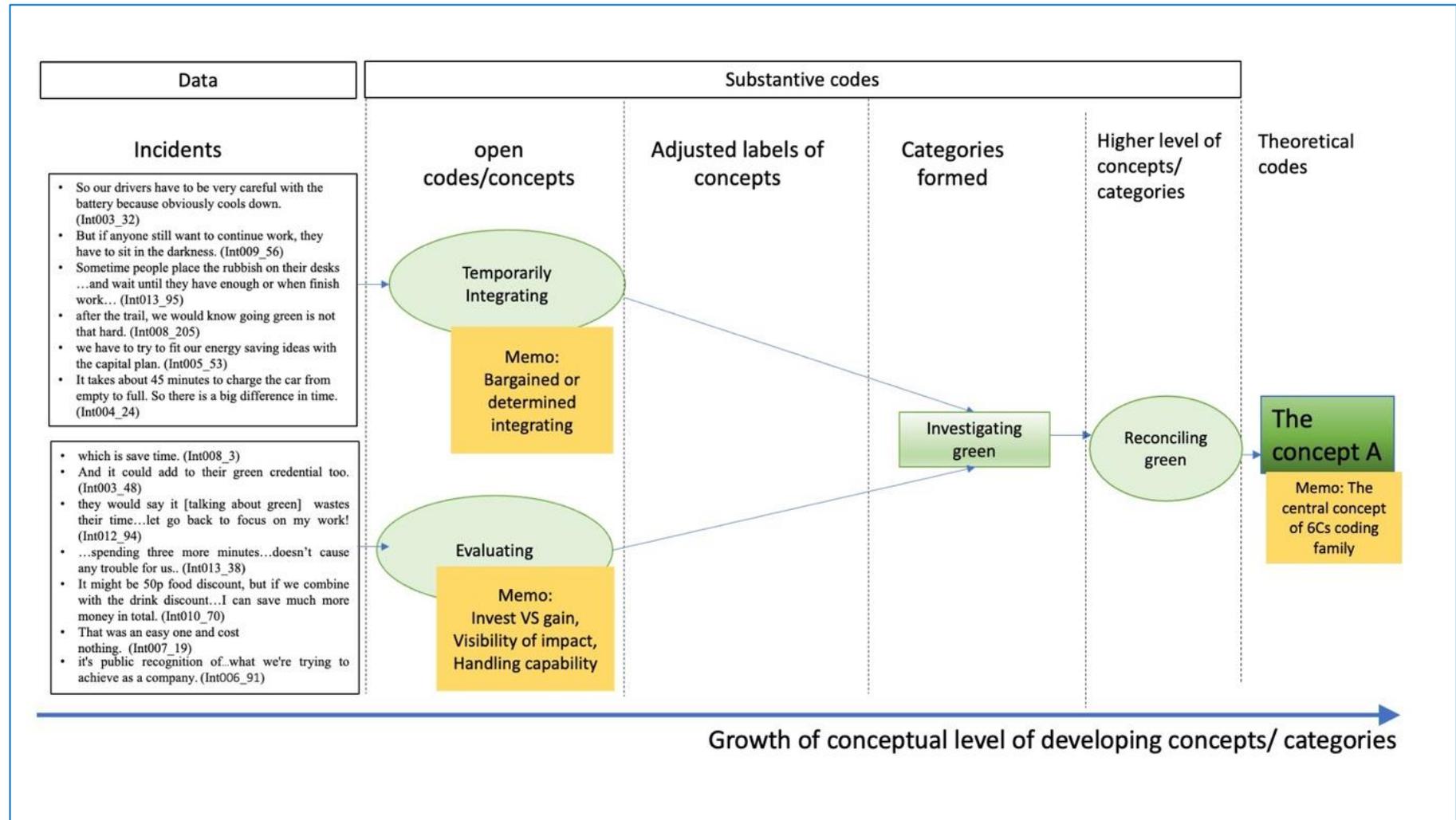
Source: Author

Figure 4.42 Pathway of the saturated concept "Reconciling green" (1/3).



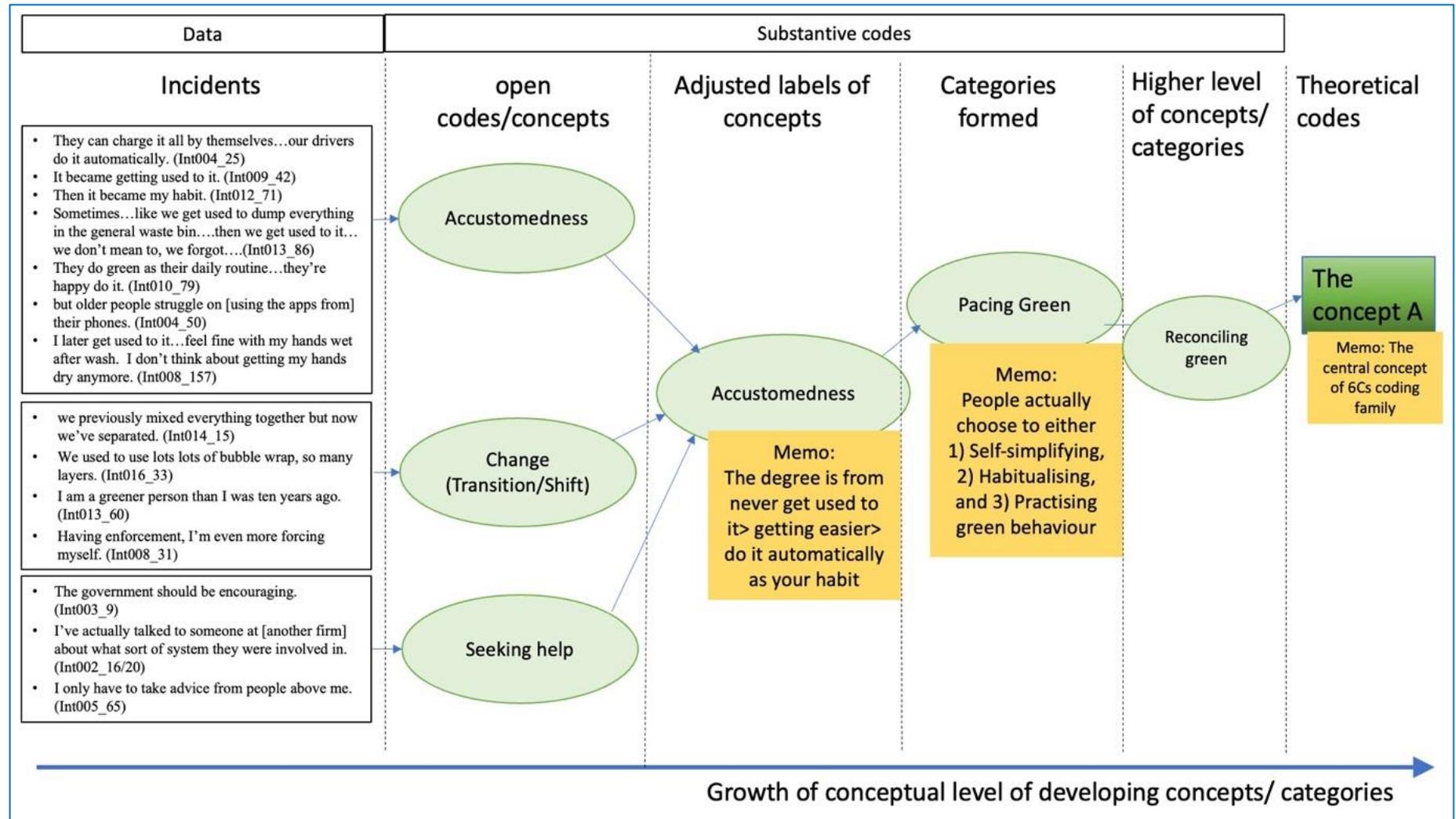
Source: Author

Figure 4.43 Pathway of the saturated concept "Reconciling green" (2/3).



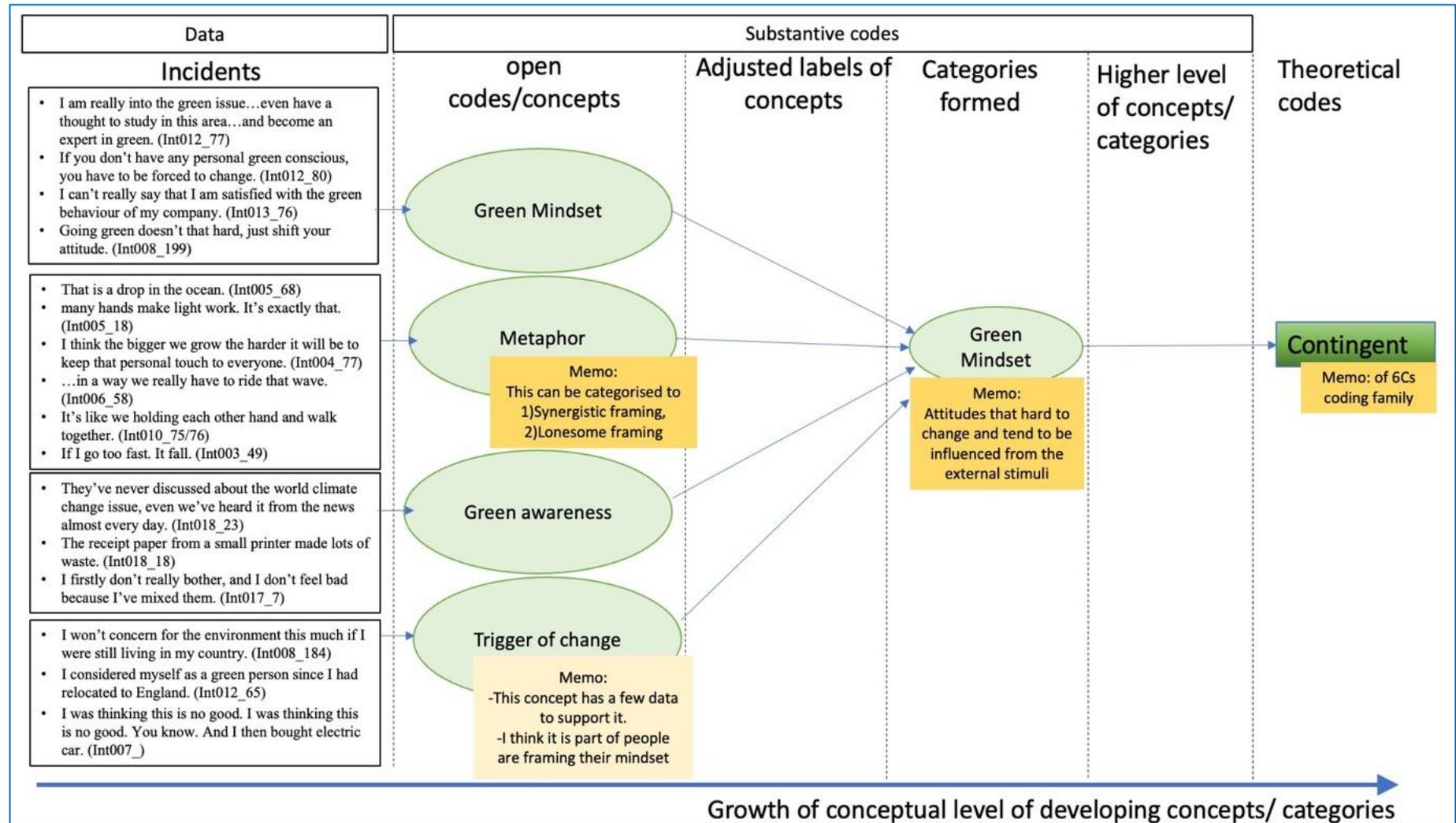
Source: Author

Figure 4.44 Pathway of the saturated concept "Reconciling green" (3/3).



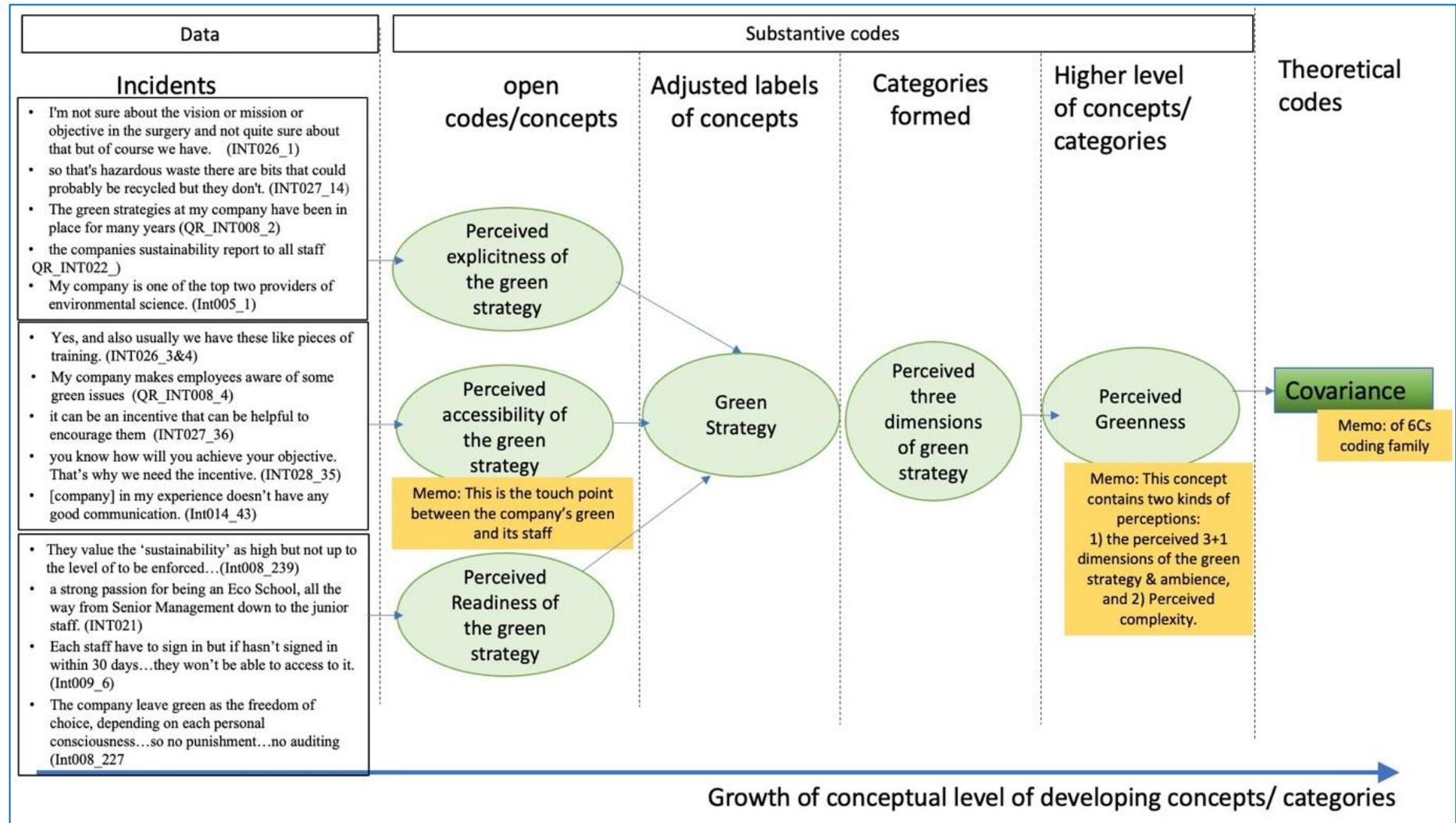
Source: Author

Figure 4.45 Pathway of the saturated concept "Green mindset".



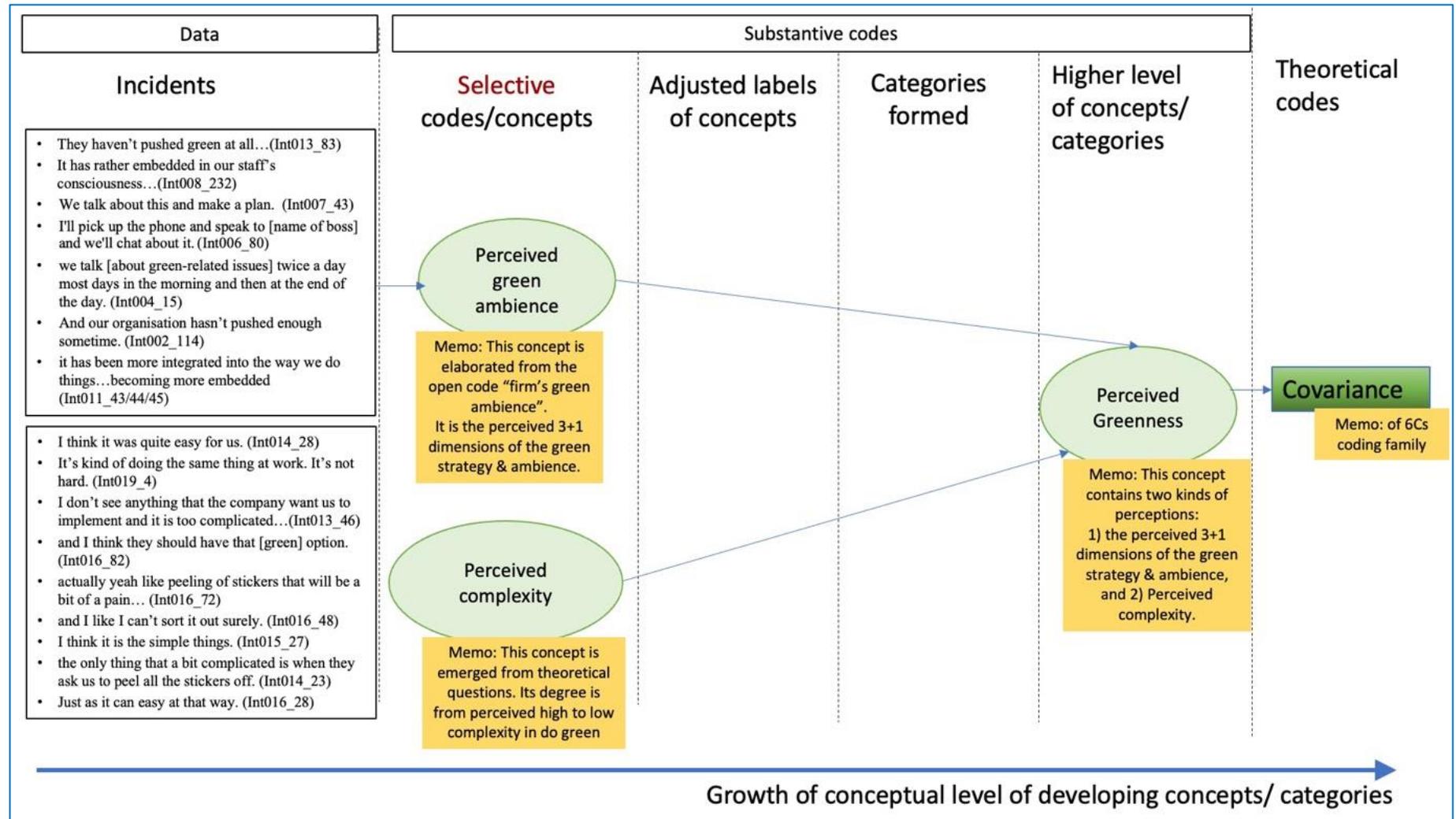
Source: Author

Figure 4.46 Pathway of the saturated concept "Perceived greenness" (1/2).



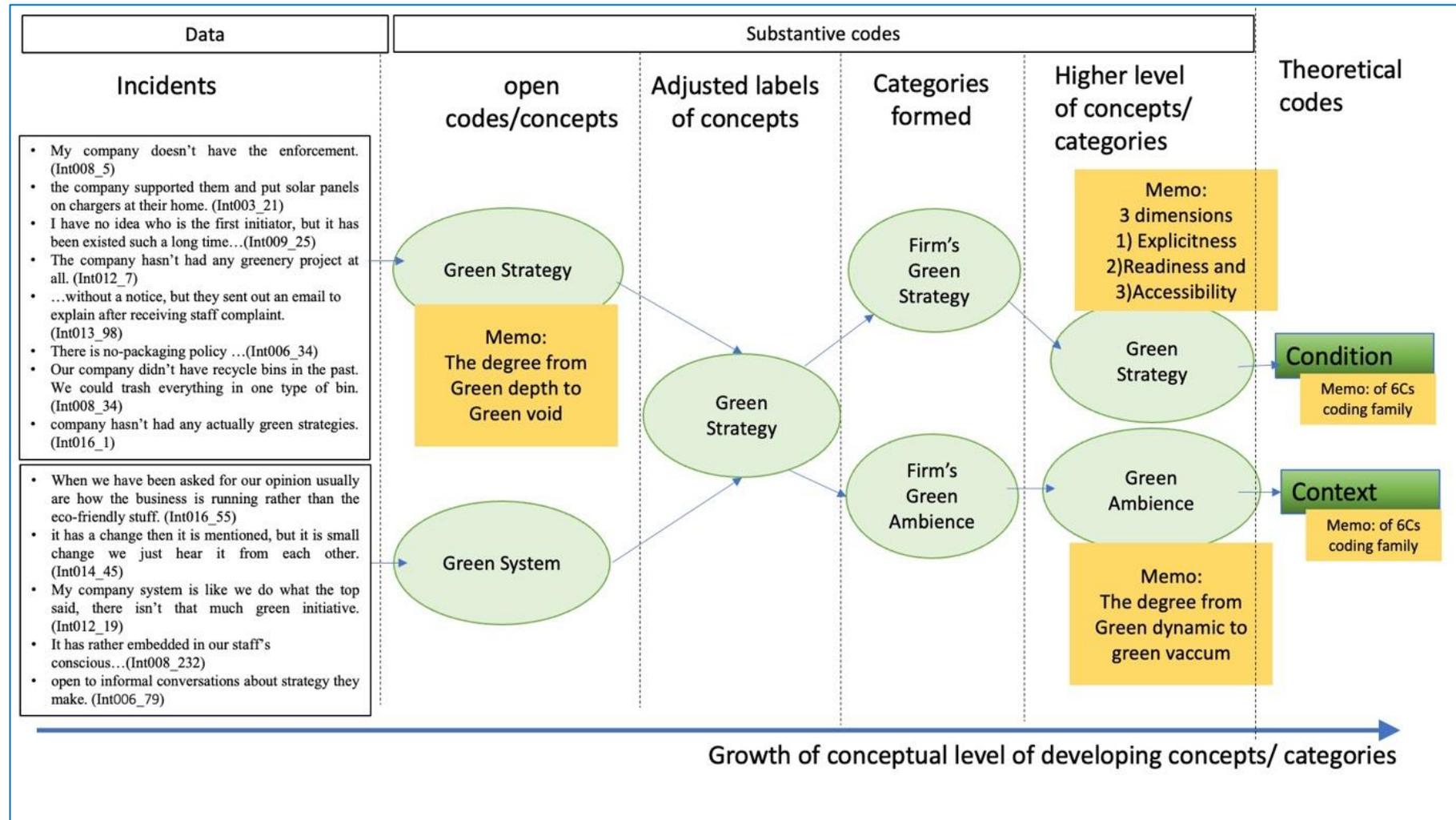
Source: Author

Figure 4.47 Pathway of the saturated concept "Perceived greenness" (2/2).



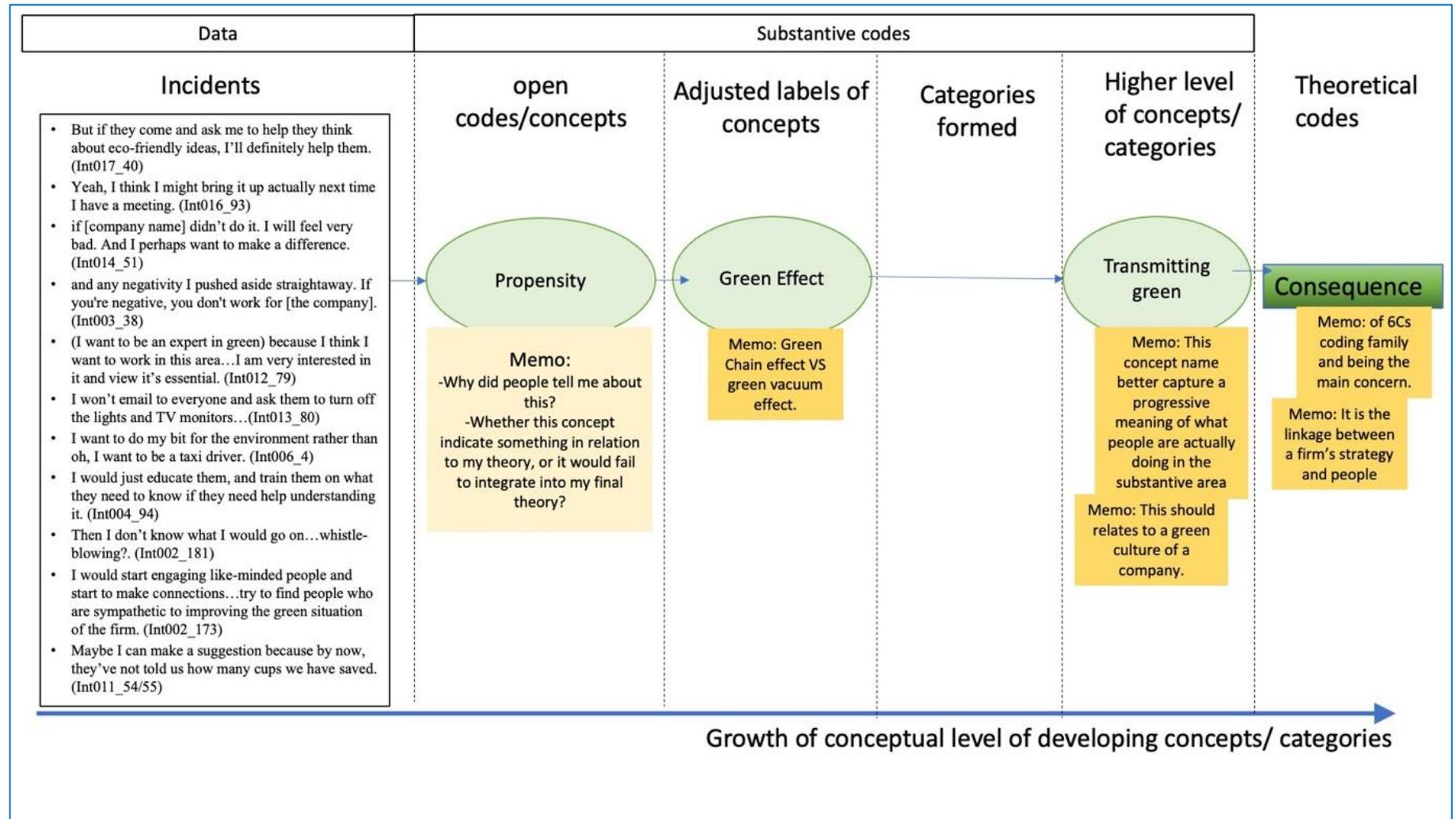
Source: Author

Figure 4.48 Pathway of the saturated concept "Green strategy" and "Green ambience".



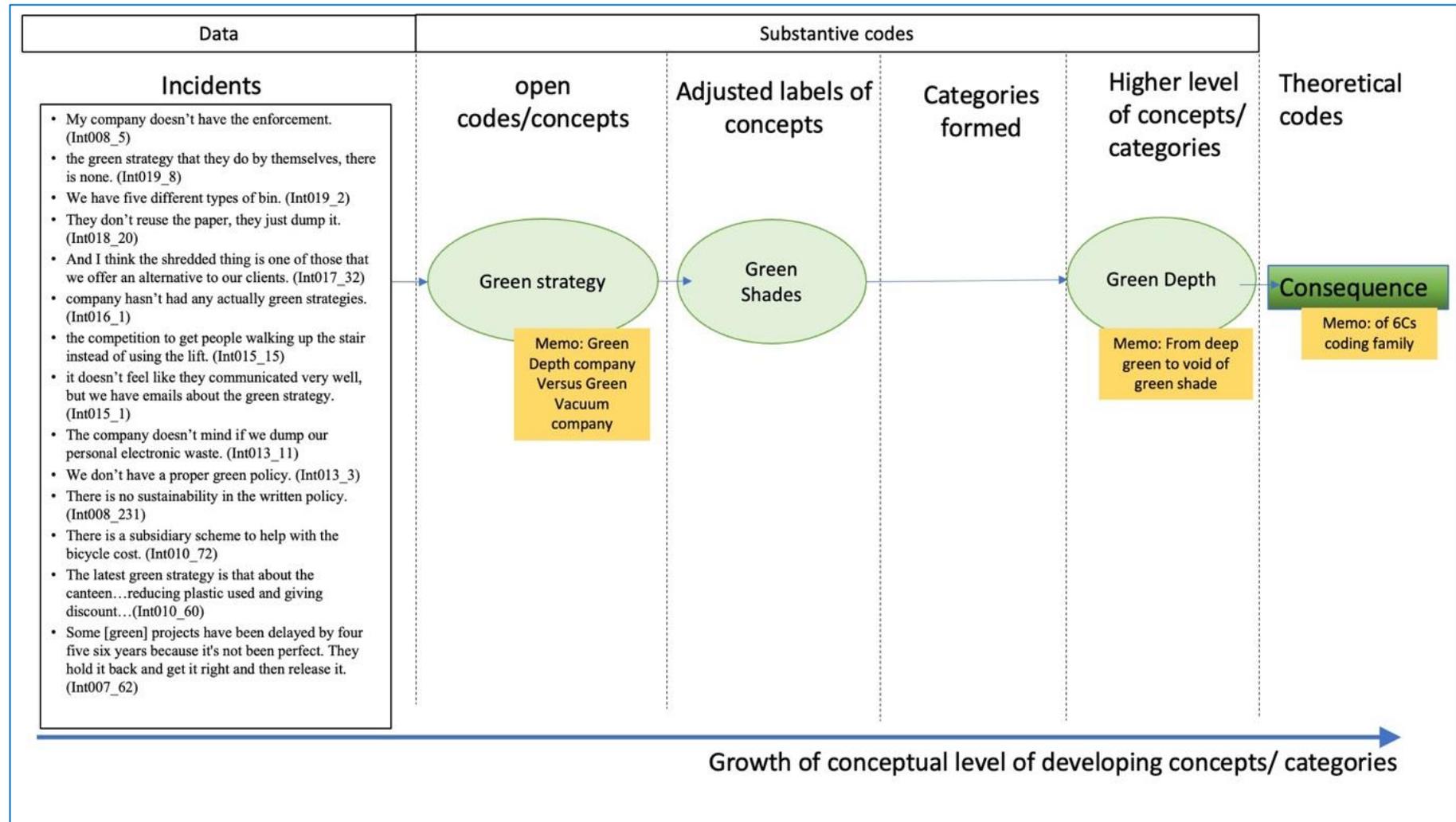
Source: Author

Figure 4.49 Pathway of the saturated concept “Transmitting green”.



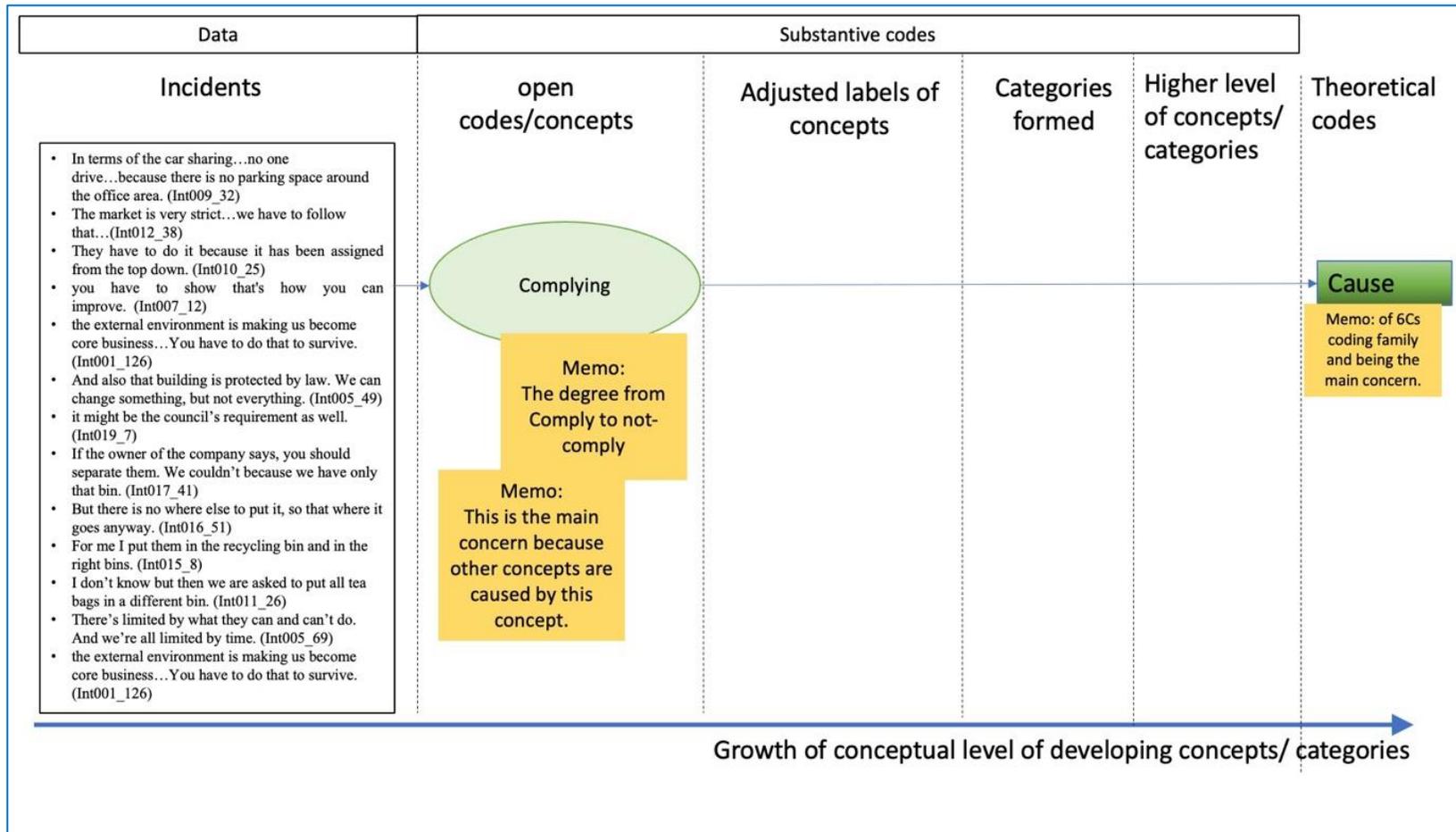
Source: Author

Figure 4.50 Pathway of the saturated concept “Green Depth”.



Source: Author

Figure 4.51 Pathway of the saturated concept “Complying with green”



Source: Author

4.6 Summary

This instantiation of the grounded theory process comprised three phases of fieldwork. This chapter illustrates the rigorous and systematic process of data analysis and conceptual development of the theory as documented in my theoretical memos.

The emergent theory generated by this doctoral study is derived from empirical data and is academically situated in the area of “organisational green behaviour”. The research was undertaken over a four-year period, from 2018 to 2021. The substantive area of the study was for-profit organisations, based in the UK, and the research population comprised internal stakeholders, that is the individuals whose responsibility it is to implement the green strategies of firms

The resultant theory “Reconciling Green at work” explains that the main concern of participants, green receivers, is complying with their firm’s green strategies. It will further explain that green receivers comply with green by reconciling and handling green and will explain how, when and why those reconciling and handling behaviours vary. The next chapter, Chapter 5 will first present the concepts/categories in their final conceptualisation together with their respective properties and/or dimensions before setting out the theory in full.

Chapter 5

A Grounded Theory of “Reconciling Green at work”

Chapter 3 and Chapter 4, demonstrate the practical application of the grounded theory research method and the gradual development of a grounded theory in organisational green behaviour. These chapters bear witness to several pivotal points which have turned and shaped the resultant analysis into a theory named “*Reconciling Green at work*”. The theory presented in this chapter, therefore, is the product and the main contribution of this doctoral research. The chapter is organised as follows: **Section 5.1**– *Introduction to Chapter 5*; **Section 5.2**– *Key concepts when explaining “Reconciling Green at work” theory*; **Section 5.3**– “*Complying with Green*” (the main concern); **Section 5.4**– “*Perceived Greenness*”; **Section 5.5**– “*Green Mindset*”; **Section 5.6**– “*Reconciling Green*” (process to resolve/mitigate the main concern); **Section 5.7**– “*Handling Green*” (consequence of resolving/mitigating the main concern); **Section 5.8**– *Four type of green receivers*; **Section 5.9**– “*Transmitting Green*” (the linkage between internal stakeholders and the company’s green strategies); and lastly **Section 5.10**– *Four (3+1) dimensions of “perceived greenness”*.

5.1 Introduction

As demonstrated in chapter 4, the main concepts/categories developed in this study were integrated and shaped into a grounded theory, using the 6Cs family theoretical code (Glaser, 1978) because it is the optimum theoretical code to integrate my emergent concepts to form into a theory. In this chapter, the grounded theory developed will be presented as a narrative, meaning that the nomenclature of the grounded theory research method and especially that of theoretical codings, such as cause, consequence, condition or covariance, that were referred to in the previous chapter, will be removed. This is because Glaser (1998) suggests that the analyst

thinks theoretically but uses only their substantive codes (concepts) to write substantively in a plain text style. Using theoretical codes to structure the presentation of the theory in this way has enabled me to explain what is going on in the area of “organisational green behaviour”, the focus of the doctoral research, more succinctly.

The rigorous classic grounded theory process led me to this point, where the theory is fully grounded in data in the field, and I am able to finally generate a grounded theory in the area of “organisational green behaviour”. Three years of fieldwork, continually collecting and analysing data, enabled me to develop a dynamic grounded theory of connected parts. This can be observed through the construction of the theory “Reconciling green at work” in that its core category relates to other sub-core categories and most concepts contain their properties or dimensions. Meanwhile, the integration of these concepts explains the variation in behaviours which results in differential effects in organisations. Yet, there is still room for future research based on this theory because I have laid the foundation for the future expansion of my work.

The theory is written in the present tense as a grounded theorist portrays his/her conceptual writing for the benefit of showing probability within the phenomenon (Holton & Walsh, 2017; Andrews, 2007). Furthermore, the theory is explained in a conceptual style, meaning that it comprises numerous theoretical statements explaining the relationship between concepts. This is in contrast to presenting the findings of other qualitative designs, where the author may present the findings in chronological order with audit trails (Glaser, 2003). Instead, when writing up for grounded theory, it is important that the researcher maintains conceptual levels and writes explicitly about concepts, dimensions and properties, as well as the theoretical integration of these concepts (Glaser, 1998).

A theory is a connected set of hypotheses or propositions that is described in the form of statements connecting concepts together; and once the theory reaches theoretical saturation, it has already grasped the idea of behavioural patterns (Glaser & Strauss, 1967; Glaser, 1978;

1998). A researcher does not need to refer back to the data to assist an explanation of a theory because the saturated concepts should have their own power of explanation (Glaser, 1998). Therefore, the highest abstract of the concepts, properties and dimensions will be used to explain the theory, informing *what is actually going on* in this phenomenon.

However, this chapter is furnished by various participants' quotes in two formats: first, *sample quotes from the constant comparison sheets in textboxes* and second, *the insertions of direct quotes from transcriptions, fieldnotes and responses to email questions*. These sample quotes display several interchangeabilities of indicators or new types of behaviour coded within my data. These lead to an emergence of properties or dimensions of the concepts until theoretical saturation¹⁷ (Glaser, 1998). In doing so, it is reiterated that all concepts, properties, and dimensions explained in this chapter are developed and elaborated from data which is not based on the researcher's speculation or logical elaboration.

A brief overview of the theory can be found in Chapter 4– section 4.4.4– *Revising 6Cs theoretical model*. And how each concept, property and dimension are derived from the data in chapter 4- section 4.5. This chapter continues by introducing some key concepts that will be seen throughout this chapter as the theory is presented.

5.2 Key concepts when explaining theory of “Reconciling Green at work”

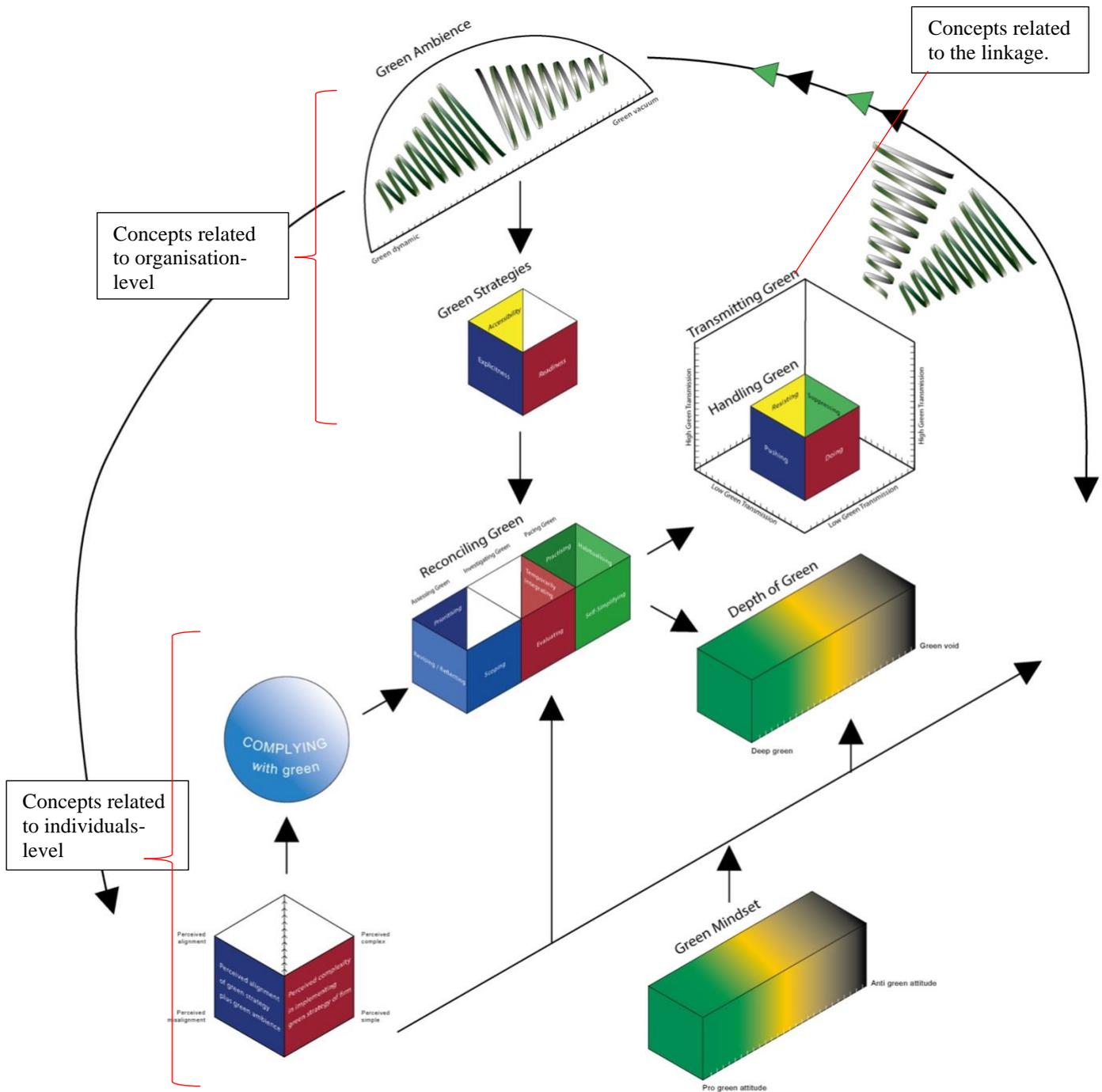
5.2.1 “Organisational green behaviour”

Figure 5.1 demonstrates that “Reconciling Green at work” relates to three main areas in an organisation: how internal stakeholders *perceive* their firm's green strategies; how these internal stakeholders *process and manage* their concerns regarding their firm's strategies; and

¹⁷ Readers can also refer back to Figure 4.40 to Figure 4.51 in Chapter 4, section 4.5 to see interchangeability of indicators of each concept where a new type of behaviour helps an analyst to indicate variations within a concept, whereby they do not change the meaning of each concept (Glaser, 1998).

what kind of *linkage* there is between the firm's green strategies and the internal stakeholders within the firm. This grounded theory, therefore, is a study of "Organisational green behaviour" that includes macro- and micro-green issues within an organisation

Figure 5.1 The “Reconciling green at work” theory is a grounded theory in organisational green behaviour.



Source: Author

Furthermore, the theory associated with the “green interactions” between an organisation’s internal stakeholders, relate to interactions in between both the vertical and horizontal lines of the entire staff hierarchy as well as along. Firstly, however, section 5.3 to 5.7 discusses concepts in relation to the attitudes and behaviours of individuals within a firm. This is because the welfare of the world’s natural environment or ‘green’ concern is perceived as a moral issue and correlates highly with the personal opinions of internal stakeholders (see Text Box 5-1 below.

Text Box 5-1 Sample quotes from constant comparison sheet, indicating ‘green’ concern is perceived as a moral issue and correlates with the personal opinions.

“This kind of personal conscious can’t change easily. We need an input into our thoughts...” (Int008_180)

“If you don’t have any personal green conscious, you have to be forced to change”. (Int012_80)

“Because it [green] is self-conscious...people won’t change even we email and ask them to do it”. (Int013_81)

“Although the company doesn’t have their own green strategy, I think it’s up to each’s personal conscious...”(Int012_11)

“...and it’s [green behaviour] from top down and personal conscious”. (Int010_89)

Source: Author

5.2.2 “Green receivers”:

The ‘Internal stakeholders’ of a firm include:

“...senior executives, managers, employees, contracted workers, professionals, outsource partners and key suppliers” (Ahmad et al., 2005).

The theory of “Reconciling Green at work” focuses on the perspectives and behaviours of “Green Receivers” who comprise all those employees and those contract workers, who implement the green strategies of a firm and who receive directions from the green strategies either directly or indirectly. The four types of “Green Receivers” are explained more fully in section 5.8.

5.2.3 “Responses of green receivers to a firm’s green strategies”:

The theory “Reconciling Green at work” understands the company’s strategies by mainly exploring behavioural responses of green receivers to the company’s green strategies. These responses can be conscious or unconscious, explicit or implicit. In other words, this theory demonstrates how green receivers feel, think and act in response to their perceptions of the company’s green strategies.

5.2.4 “The company’s greenness” as perceived by internal stakeholders:

The company’s greenness is a function of the green ambience and the complexity of the firm’s green strategies, as perceived by “green receivers”. A firm’s green strategies are initiated by management and lead to the organisation and execution of many activities that have an impact on the natural environment. A firm’s green strategies, hence, thread (or loose) through the entire company from the strategic planning of the senior management all the way through to the green plans and activities of each department or business unit. These green strategies range from green initiatives that are not hard to implement (e.g., the provision of recycling bins, plastic-free policies and staff cycling schemes) to green initiatives that are more complex

to implement (e.g., the installation of solar panels, green technology design, or net-zero emission schemes). The latter of which requires a higher level of financial investment and staff effort.

In terms of the “green ambience”, oxford dictionary defines ‘ambience’ as

“the character and atmosphere of a place” (Oxford advanced learner’s dictionary, p.45).

Meanwhile, it describes ‘atmosphere’ as

“the feeling or mood that you have in a particular place or situation; a feeling between two people or in a group of people” (Oxford advanced learner’s dictionary, p.82).

“Green ambience” in the meaning of this theory is generated through the operation of the firm’s green strategies and emerges from the *feelings and the moods* of individuals as to their perceptions towards green behaviour of their workplace. It can be everything that connects to the ‘greenness’ of firm, which can be from a firm’s decoration of interior office space, dynamic interactions of internal stakeholders, to the perceived impact of the firm on the natural environment.

The “green ambience” prevailing within an organisation ranges on a scale from a “*green dynamic*” to a “*green vacuum*”. A *dynamic green ambience* is where the interactions and actions which are shaped by the green strategies and green mindset create an energy and

excitement around ‘green’, whereas in a “*green vacuum*” there is very little action or interaction, and perhaps disinterest or resentment in place of excitement.

5.2.5 “Depth of green”:

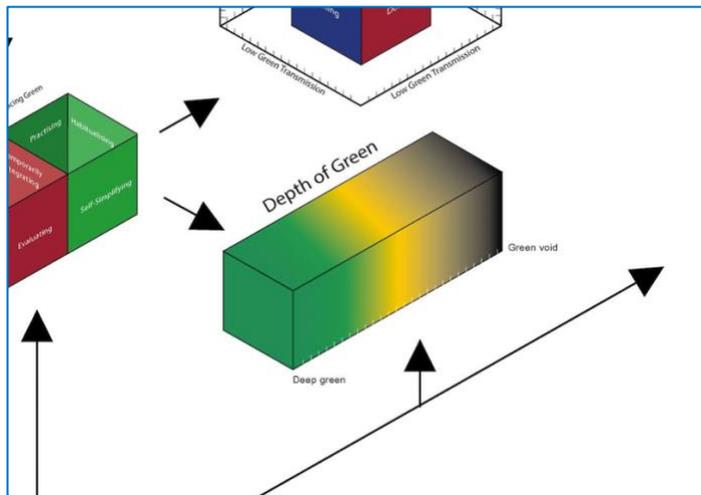
“Depth of green” refers to the firm’s *level* of greenness. It is a firm’s overall shade of green or degree of green achieved– which is dependent on the combination of the firm’s green strategies, the green ambience prevalent within the firm, and the green perception and implementation of green receivers. “Reconciling green at work” theory proposes that a firm’s depth of green is generated as a result of its operations:

A firm’s shade of green = [green strategies] + [green ambience] + [perceived greenness of individuals (3+1)] + [handling green]

The “green impact” or green achievement of a firm is the final outcome of its overall green behaviour. The depth of green ranges from “*deep green*” to “*green void*”. This means “green depth” is neutral and there are degrees of green depth, ranging from “deep green” to no green at all (“green void”).

A firm’s “*depth of green*”, therefore, reflects the strength or weakness of a firm’s green achievement (“green impact”): a “*deep green*” firm will be perceived by internal stakeholders as achieving a positive impact on the natural environment, whilst a firm operating within a “*green void*” will be perceived as having a negative impact on the environment as being a weak green or non-green organisation. Hence, the level of green achieved within a firm can be measured by whether it presents at some points on a broader range of shades between deep green and weak green or non-green. Figure 5.2 below illustrates the “Depth of green”.

Figure 5.2 The “Depth of Green” concept.



Source: Author

The remainder of this chapter explains each component of the theory **“Reconciling Green at work”**.

5.3 “Complying with green”:

The main concern of green receivers is “complying with green”: green receivers are required to comply with the firm’s green strategies and may feel the pressure to conform with and contribute to the green ambience, which they may do to a greater or lesser extent. The degree to which a green receiver complies is a function of: (i) each individual’s “green mindset”, such as one’s own green standard and: (ii) the “perceived complexity” of a firm’s strategies.

The way in which green receivers may be required to comply can vary. For example, a firm might invite a green receiver to comply with:

- a. the implicit enforcement system of the firm. For example, the firm reduces the quota of paper cups provided, which implicitly forces staff to bring their own mugs to the office;
- b. the time-limit that has been set by the firm to achieve a green task;
- c. strict green laws and regulations;
- d. top-down green assignments, such as an employee receiving an order from their line manager to be a leader in their team with regards to ‘green’;
- e. a lack of green infrastructure within an organisation.

Furthermore, a green receiver can comply and conform with the majority of internal stakeholders in the way that they respond to the firm’s green strategies, such that together they generate the prevailing green ambience. In this circumstance, for instance, a green receiver may comply because of their moral convictions, for instance, an internal stakeholder may choose to print fewer documents because they personally believe that this is the right thing to do for the environment. Another might comply for expedience rather than from conviction. The indicators of “Complying with green” such as:

“I try not to print if I can and read from the screen, if possible, because I always feel uncomfortable when I must test printing to test our new software. You know, we printed hundreds of pages...personally I think these receipt papers from a small printer have made make lots of waste”. (Int018_18)¹⁸

¹⁸ ‘Int’ is an abbreviation for data from the transcripts.

“I had to tell them [my colleagues] that this was our company’s goal and I had to report these matters to support our goal. I think they later understood and then complied because it has been assigned from the top down”. (Int010_25)

Any one green receiver may fall into one of four types. These are: “*Pro-Greens*”; “*Willing-Greens*”; “*Hidden-Greens*”; “*Anti-Greens*”¹⁹. Within each type, individuals comply with green to a different extent depending on their broadly shared “green mindset” and their perceptions of the company’s greenness, which is a function of the prevailing green ambience and the “perceived complexity” of the company’s green strategies, which ranges from *complex to simple*.

The perceived greenness of the firm directly influences the manner in which the individual green receiver feels the intensity of the requirement to “comply with green”. This prompts each green receiver to go through the process of “Reconciling Green” in order to resolve or mitigate their shared concern of compliance. Text Box 5-2 shows some sample quotes indicating “complying with green” from the participants.

Text Box 5-2 Sample quotes from constant comparison sheet, indicating “complying with green” from the participants.

“Do you know this day how fast paced my business is? You don’t really have much time to do different [green] things.” [Int030]

“If the owner of the company would say you should separate them, we couldn’t because we have only that bin.” [Int017]

“They have to do it [green]...because it has been assigned from the top down” [Int010]

“...that building is protected by law...there is a limit to what we can and can’t do...” [Int005]

¹⁹ The four different types of green receivers will be thoroughly explained in section 5.8.

Source: Author

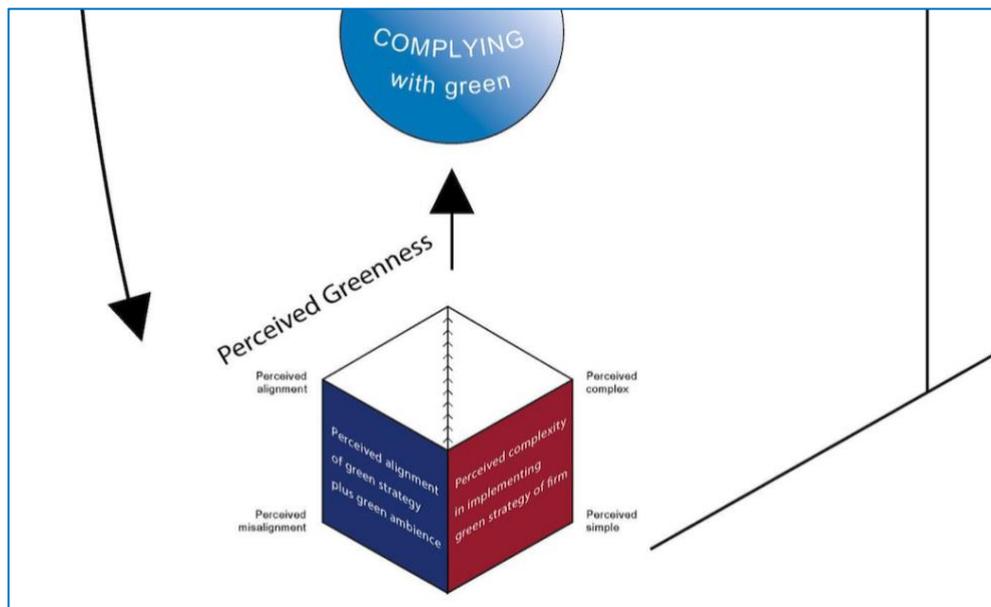
5.4 “Perceived greenness”:

Figure 5.3 below illustrates “Perceived greenness”, it is the perception of green receivers of the green ambience and the complexity of the firm’s green strategies. “Perceived greenness” is the main factor that categorises green receivers into the four types.

Green receivers, especially those who are not involved in the decision-making process of the company’s green strategies, tend to perceive and assess the company’s greenness along four dimensions: –**three** dimensions of the green strategies (“*Explicitness*”, “*Readiness*” and “*Accessibility*”), and **one** element of the company’s context, which is “*Green Ambience*” (“**perceived 3+1**”). Green receivers assess the firm’s green strategies in relation to whether they are *complex* or *simple* to implement (“*perceived complexity*” to “*perceived simplicity*”).

“Perceived greenness” both influences how intensely a green receiver feels the requirement to comply with the company’s green strategies plus ambience, and also varies how individuals reconcile green and handle green as they seek to comply with green.

Figure 5.3 The “Perceived Greenness” concept.



Source: Author

5.5 “Green Mindset”:

The “Reconciling Green at work” theory recognises “Green mindset” as comprising several kinds of attitudes that an individual might have towards the matter of a firm’s greenness, as well as the individual’s level of green awareness and green knowledge. An attitude might relate to oneself, other individuals or an organisation that relates to the ‘green’ issues. Attitudes can range from a “Pro-Green attitude” to an “Anti-Green attitude”. An individual with a *Pro-Green attitude* tends to behave positively towards implementing a green strategy within an organisation. The indicators of “Green mindset” such as:

“I think it’s [recyclable packaging] quite good in terms of the environment...I’ve felt wow that excellent and start doing a bit more now”.
(Int016_26&32)

“...there wasn't a market for the disappearing of sustainability...And I think no matter why they [the company] do it [do good to the environment], it's matter they do it and then we [staff] 're able to capitalise it, we're able to make the most of it”.
(Int002_94)

On the other hand, an individual who has an *Anti-green attitude* tends to behave negatively toward implementing green within an organisation. The indicators of this anti-green attitude such as:

“I don't think I will initiate like I will bring my own mug...I don't want to be an odd person who pushes green everywhere”. (Int013_66)

“I am not ready to trade off my own convenience. I have a lot on my plate now. Why don't we have the green strategy or policy that like we feel that we can take care of the environment and our lives won't get harder”. (Int008_196)

A determining factor as to whether an employee has a Pro- or Anti-green attitude is whether they have a “Synergistic” or “Lonesome” mindset when discussing implementing green within a company:

- a) **Synergistic mindset:** An individual with a synergistic think in terms of group cooperation for an enhanced effect (positive or negative) on their firm's green

behaviour. A *synergistic-positive* mindset, for example, “*many hands make light work*” (Int005_68) is likely to influence a green receiver to respond to the company’s green strategies in a positive way, whilst on the other hand “*too many cooks spoil the broth*” (Int017_49) indicates a *synergistic-negative* mindset of an individual, who is likely to rely on ‘green work’ being done by other people’s hands.

- 4) **Lonesome mindset:** An individual with a lonesome mindset resists the notion that cooperation with others can have a greater impact (positive or negative) on their firm’s green behaviour. For example, a *lonesome-positive* mindset is that “*my green action is just a drop in the ocean, compared to the scale of my company*” (Int005_68). This respondent, while having a positive outlook, accepts that his “pushing green” to the top of the organisation is not easy and perhaps requires more time and effort. In contrast, if a green receiver expresses themselves and behaves in the way that his actions would be “*too insignificant...like a drop in the bucket*” (Int017_11), this person has a *lonesome-negative* mindset and his response to the firm’s green strategies is likely to be negative.

The impacts that Lonesome and Synergistic mindsets can have within a firm are shown in Figure 5.4.

Figure 5.4 Lonesome and Synergistic mindsets that have a potentially positive or negative impact within a firm.



Source: Author

5.6 “Reconciling Green”:

“Reconciling green is the process that green receivers engage in when seeking to resolve/mitigate the main concern of green receivers. The definition from Oxford Dictionary:

Reconcile something (with something) refers to –

“To find an acceptable way of dealing with two or more ideas, needs etc. that seem to be opposed to each other” (Oxford Advanced Learner’s Dictionary, p.1263).

“Reconciling green” in the context of this study is when an individual green receiver tries to find an acceptable way of integrating the green works with other non-green work priorities.

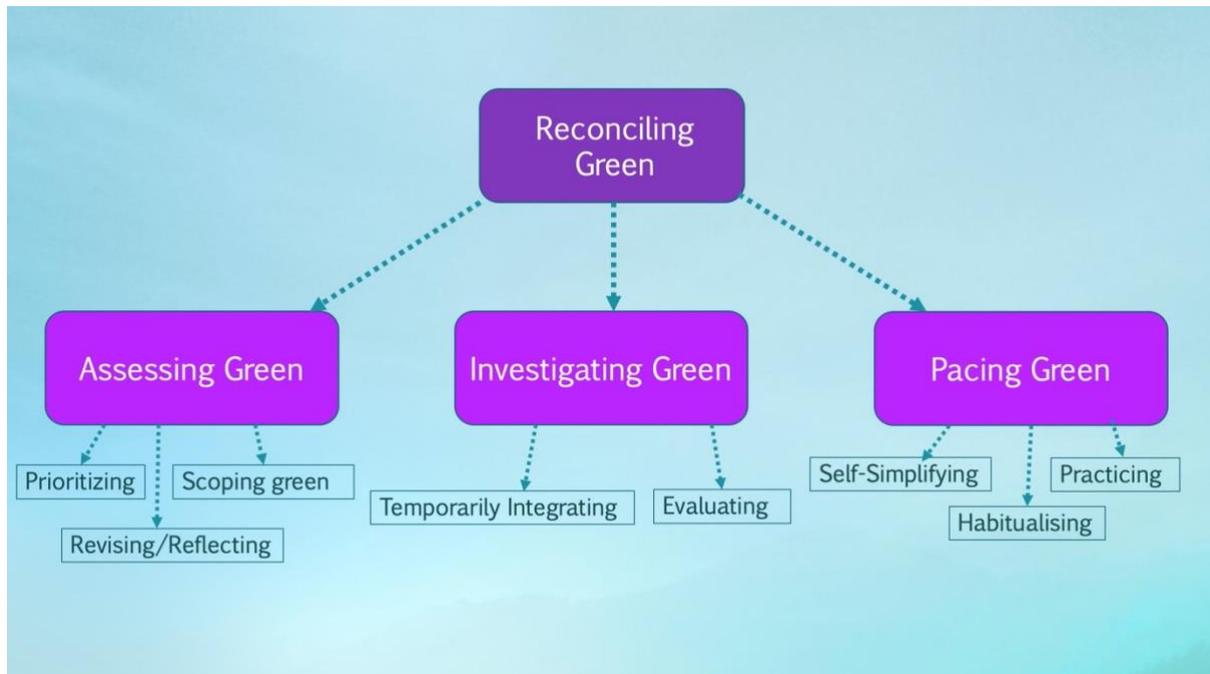
The indicators of “Reconciling green” such as:

“I think it can be called conflicts of interest. We sell printers and receipt paper rolls, so the company want people to print out even more (Int018_35)... personally I think these receipt papers from a small printer have made lots of waste” (Int018_18).

“...those data centre consumes such huge energy...water and electricity (Int010_5)...dealing with this kind of heat affects the world’s environment...ozone layer (Int010_7). Renewable energy is our target by the year 2020, which has to be 100%, but to be honest, I don’t know how to achieve this target...” (Int010_8).

When a green receiver seeks to reconcile the need for maintaining the productivity value of work while implementing ‘green’ for a company, Figure 5.5 shows there are three basic behavioural stages: “assessing green”, “investigating green” and “pacing green” that a green receiver typically goes through before performing an observable behaviour of “Handling green”.

Figure 5.5 The concept of “Reconciling Green” comprises three properties: “Assessing Green”, “Investigating Green” and “Pacing Green”.



Source: Author

5.6.1 Stage 1– “Assessing green”

There are three cognitive processes occurring within this stage of assessing the ‘green opportunity’:(a) “Revising/Reflecting”, where green receivers revise or reflect on either their reality, experience, knowledge, or value-holding; (b) “Prioritising”, when an individual tries to arrange tasks in order of importance according to their green standard, productivity-value, and other personal values; (c) “Scoping” when a green receiver considers the boundary of their green works by using either a self-desired scope or an assigned scope. A “self-desired scope” refers to a voluntary green initiative which is not necessarily in a job description, whilst “*assigned scope*” refers to an area of allocated green responsibility. Text Box 5-3 to Text Box 5-5 shows some sample quotes from the participants, indicating “Revising/Reflecting”; “Prioritising”; and “Scoping” respectively.

Text Box 5-3 Sample quotes from constant comparison sheet, indicating “Revising/Reflecting” from the participants.

“Then I later asked myself if I was the same kind of those people.” (Int019_17)

“There is only me who sell our going green option. Only me in the company.” (Int018_30)

“They won’t bring it up (green matter)...and they never.” (Int016_88)

“Since I was young, I thought why people trashed like that...” (Int012_70)

“My school taught me to be clean and green.” (Int010_69)

”I realised that was my own belief. After I adjusted my attitude...I can live with that.” (Int008_203)

“...at home I do recycle as much as I can, but I’m no um [laugh] at my office.” [Int017_09)

Source: Author

Text Box 5-4 shows some sample quotes from constant comparison sheet, indicating “**Prioritising Green**” from the participants.

“My convenience came first.” (Int008_12)

“...no I don’t think that’s [green ethos] important to the business.” (Int006_36)

“It doesn’t matter really if it was reducing the cost or because of the environment. At the end of they day we could use less cups in our workplace.” (Int011_51/52)

“...for me I rather don’t want to take that financial gain now, I want to make a different now by taking this stand, by holding these (greens) values.” (Int002_183/185)

“Green means to me now like no one really care about it.” (Int001_193)

Source: Author

Text Box 5-5 shows some sample quotes from constant comparison sheet, indicating “**Scoping Green**” from the participants.

“Core green team is about enabling business to go green, not about doing everything for the business.” (Int001_56)

“I don’t have time to think about other [green] stuff.” (Int019_10)

“But actually, it doesn’t my responsibility about the practicality.” (Int017_23)

”I can’t cross the boundary because each branch has its general manager.” (Int012_28)

“To be honest, this [green task] is not like my fulltime job.” (Int002_98)

“That’s my job and what I have to reduce.” (Int005_25)

Source: Author

5.6.2 Stage 2– “Investigating green”

Investigating green is the second stage of the process “Reconciling green” in which green receivers try to integrate ‘green works’ into their routine work life. This comprises “Temporarily integrating” either *actively* or *passively* and “Evaluating”. After attempting to integrate ‘green’, a green receiver evaluates the feasibility of implementing green works. They will evaluate how much effort they would have to invest in doing a green work versus what they would gain from it.

Interestingly, the difference between “*Assessing green*” and “*Investigating green*” is that “*assessing green*” is the pure cognitive process of an individual, whilst “*investigating green*” combines both a person’s actions and the cognitive process. This can be observed by the processes within “*Assessing green*”– “*Revising/Reflecting*”, “*Prioritising*”, “*Scoping green*”, which are processed in one’s cognition. Meanwhile, the processes within “*Investigating green*”– “*Temporarily investigating*” and “*Evaluating*”, are a combination of both thought processes and an action. For instance, if an employee came up with green ideas (**thought process**) and then presented these ideas to his/her line manager (**action**) and the line manager

instructed the employee to perform a cost benefit analysis. The employee may then weigh up the “Investment” with “Gain” regarding their “Handling capability” of these initiatives **(thought process)**.

Some green receivers may spend more time trying to “investigate green” by moving back and forth between temporarily implementing a certain green task and evaluating whether it is worthwhile to continue to conduct that particular green job. Whilst others may start their “investigating green” process by concentrating on evaluating the value of attempting to implement green work into their non-green work tasks, before deciding to temporarily perform this green task for a certain period of time. Moreover, they may go back and forth between performing green and evaluating by adjusting the way to integrate green tasks into non-green-tasks or non-green goals within their workplaces.

The length of time one spends on this stage varies depending on an individual’s level of activeness or determination towards implementing ‘green’, and the outcome of one’s evaluation process. A green receiver stays in this “investigating green” stage until he/she can decide on a green pace that could ease the tensions of integrating green tasks with non-green tasks whilst the other business goals are still addressed, such as, productivity goals, or financial profit goals, depending on the nature of each business. Text Box 5-6 shows some sample quotes indicating “Temporarily Integrating” and “Evaluating” from the participants.

Text Box 5-6 Sample quotes from constant comparison sheet, indicating “**Temporarily Integrating**” from the participants.

“But I’ll try to use the shredded cardboard, I was like I would try to use it anyway.”
(Int016_60)

“When it is busy, I don’t have time to think about doing it.” (Int014_18)

“I decided to follow the one before me...like if they leave it on or turn it off.”
(Int009_49)

“In the beginning, we were so confused, where were our desk bins and they placed the waste bins at just some spots.” (Int013_92)

“We chose to go like to the lowest to start with.” (Int002_34)

“After the trail, we would know going green is not that hard.” (Int008_205)

Source: Author

Text Box 5-7 shows some sample quotes from constant comparison sheet, indicating

“My company’s business is quite harmful to the environment...” (018_38)

“There’re only about 15% of our clients that are concerning more about saving the planet.”
(Int018_32)

“It will just make him [the manager] a bit of angry, if we say it [suggesting green that cost money].” (Int017_45)

“I don’t think we can go more green...we have done everything...reuse, recycle...”(Int009_29)

“[green] can help the company save cost and good reputation...” (Int012_57)

“It’s beneficial to us and the company, fifty fifty” (Int010_48)

“...which depends on how much the expenditure you have to put on it.” (Int015_21)

“The electric car is costly.” (Int003_7)

“...because the recycle bags are very small...it requires a little more effort than the usual bags.” (Int013_33)

“There are so many steps when we buy new computers....spend months of process and it create lots of additional tasks.” (Int010_84)

“It [electric charger] wasn’t free...I paid two hundred pounds...(Int006_62)

“We lose our convenience and comfort a lot.” (Int008_37)

Source: Author

5.6.3 Stage 3– “Pacing green”

Green receivers find the right rhythm for their green works, so that they can have enough energy to conduct other work priorities that they have to do. “Pacing Green” comprises of three dimensions which are: “Simplifying”; “Habitualising”; and “Practicing”.

- a) “Simplifying” is when people feel that they have to make green easier for themselves in order to allow them to “Reconcile green” with other priorities. For

example, an employee simplifies green by ignoring a certain complicated instruction, while still following the rest of the other instructions. Text Box 5-8 shows some sample quotes indicating “Self-simplifying” from the participants.

Text Box 5-8 Sample quotes from constant comparison sheet, indicating “**Self-simplifying**” from the participants.

“We shouldn’t change it [an energy consuming computer model] now, there might have bug” (Int010_86)

“...like we need to be a bit lenient about it.” (Int016_75)

“I will feel like too much green, we are really really pedantic.” (Int016_72)

“if they make people trade comfortable lives, they choose not to do it.” (Int008_73)

“There are plenty of people [in this office] who are lazy and who don’t really care about it.” (Int015_30)

“Sometime, I have to print draft, I don’t like to print two-side because I want to compare them together at the same time.” (Int013_45)

Source: Author

b) “*Habitualising*” is when green receivers have practiced until their thought processes and behaviours are routinised. Some will feel that they are used to implementing green, and they no longer exert much energy to think about green anymore and will do green automatically. They are released to focus on the other non-green work priorities. Others will have routinised their thought processes and compromising behaviours. Text Box 5-9 shows some sample quotes indicating “Habitualising” from the participants.

Text Box 5-9 Sample quotes from constant comparison sheet, indicating “**Habitualising**” from the participants.

“They can charge it all by themselves...our drivers do it automatically.” (Int004_25)

“...quite quickly that we get used to it [do green].” (Int014_32)

“It became getting used to it [do green].” (Int009_42)

“then it [green] became my habit.” (Int012_71)

“They do green as their daily routine...they’re happy to do it.” (Int010_79)

“I repressed [green idea] it with myself...I’ve never been let it go.” (Int012_93)

“I never complain about this because I can fix the problem myself.” (Int008_130)

Source: Author

- c) *“Practicing”* involves rehearsing decisions and actions or inactions. For example, an employee who feels that they want to “push green” into more directions within an organisation might practice carrying out more green actions at work. Others might practice deciding to postpone or deciding not to attempt or to thwart green actions. Text Box 5-10 shows some sample quotes indicating “Practicing” from the participants.

Text Box 5-10 Sample quotes from constant comparison sheet, indicating “**Practicing**” from the participants.

“I will just do my best” (Int017_25)

“He [the manager] taught me all the stuff.” (Int004_33)

“I only have to take advice from people above me.” (Int005_65)

“I’ve actually talked to someone at [another firm] about what sort of system they were involved in.” (Int002_33)

“I seek advice from advisers.” (Int002_54)

“I try to implement green as much as I can think of, and I can do.” [Int012_24]

“But I never mention this in the meeting because they won’t bring it up.” [016_87]

“Many times, I feel I want to do green, but I’m afraid if I do it, I would be an odd person...to push green everywhere”. [Int013_70]

Source: Author

An outcome of the three, largely cognitive stages of “*Reconciling Green*” (*assessing, investigating and pacing green*) can vary from *non-green* to *ambivalent* to *deep-green attitudes*. These attitudes determine which of four behavioural patterns of “*Handling Green*” are performed in response to the green strategies of firm.

5.7 “**Handling Green**”:

Once individuals have resolved or mitigated the main concern of “*complying with green*” by reconciling green, they handle green. There are four behaviours associated with handling green: “*Pushing Green*”; “*Doing green*”; “*Supressing green*”; “*Resisting Green*”. Figure 5.6 shows the concept of “*Handling green*” and its four properties.

Figure 5.6 The “Handling Green” concept.



Source: Author

5.7.1 “Pushing Green”

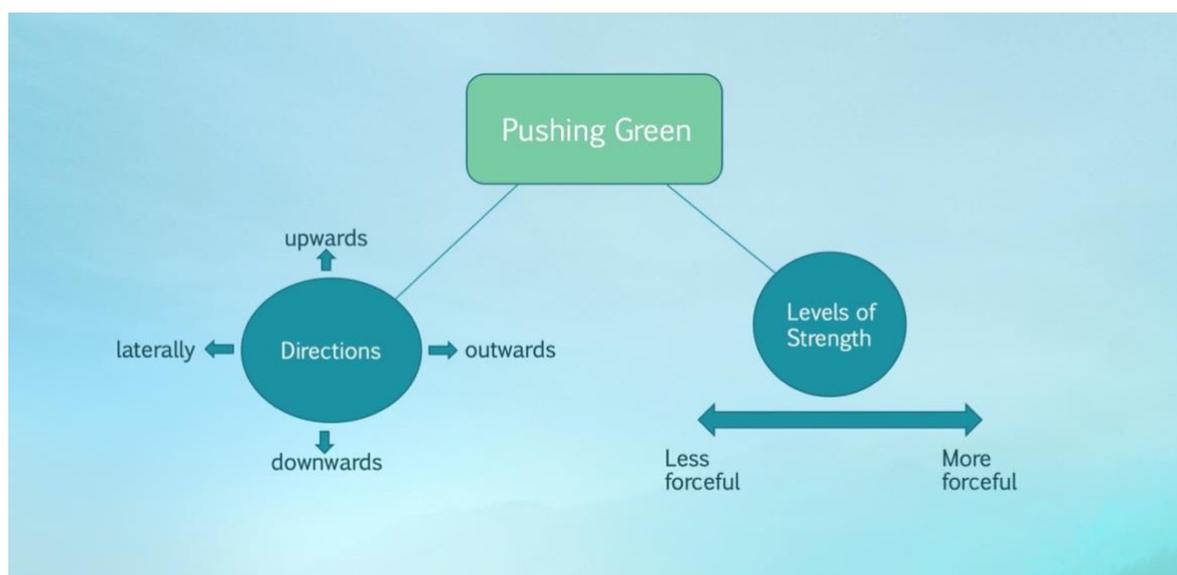
When “Pushing green” a green receiver emphasises or drives the importance of a green strategy received from the company. The way in which a green receiver pushes varies by *direction* and *force* (see Figure 5.7 below). A green receiver can push green upwards through a higher management hierarchy; push green downwards to lower-level staff; push green laterally towards other internal stakeholders working on the same level as them; and push outwards towards external stakeholders, such as customers or media. For instance, a junior member of staff might initially push green softly and laterally from the grassroots and after receiving some acceptance, she pushes green upwards towards the company’s management. She begins to transmit ‘green’ throughout the company’s culture.

The degree of force and direction applied to an effort to push green varies according to how intensively one wants to “practice green”, which is also influenced by the degree of “perceived greenness” of the company and the individual’s “green mindset”. For example, an employee who has a *strong green mindset* and who *perceives a high level of complexity in the*

company's strategy, and hence *perceives complexity in implementing green* within a firm, tends to “push green” harder and in more directions than others with a weaker green mindset who perceive implementing green to be simple.

“Infecting strategies” are common pushing green approaches and comprise behaviours of *encouraging, convincing, engaging, supporting, explaining, showing* and *demonstrating* (earlymemo_20.10.2019; appendix 8). These are considered less forceful methods of pushing green, where individuals who use those strategies do so softly and in combination to spread their positive green passion to other internal stakeholders. Meanwhile, “Hard-Push strategies” can be used to push green in various directions. These can be expressed by using non-verbal communication such as negative facial expressions or body language, or even directly enforcing ‘green’ to others. Interestingly, those individuals who use hard-push strategies accept that there would be some risks of conflict between other internal stakeholders and themselves. Text Box 5-11 shows some sample quotes indicating “Pushing Green” from the participants.

Figure 5.7 “Pushing green”: a property of the “Handling Green” concept.



Source: Author

Text Box 5-11 Sample quotes from constant comparison sheet, indicating “**Pushing Green**” from the participants.

“I normally also highlight the paperless option to my clients.” (Int018_29)

“I used to tell them..., but not too push.” (Int018_27)

“They have mentioned to us that this should be recycled.” (Int015_9)

“I’ve just mentioned it to my colleagues. I mentioned a bit to the security guard.”
(Int014_36)

“You earn less money but I do better for the environment...it’s up to you.” (Int003_39)

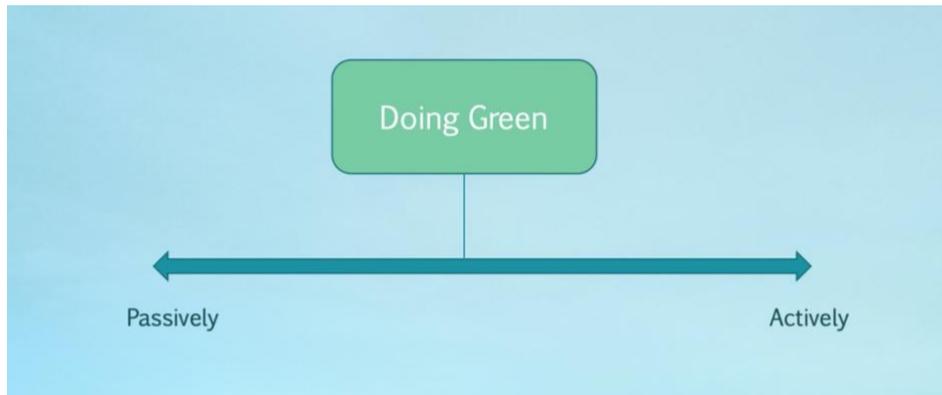
“...I criticised them like why you printed waste...” (Int009_20)

Source: Author

5.7.2. “Doing Green”

Green receivers engage in “Doing green” work after having received green strategies from the company. The degree of “Doing green” varies from *passively* doing green to *actively* doing green as shown in Figure 5.8 below. “Doing green” *passively* means that one does not put much attention into doing green jobs: green receivers are simply following green instructions provided by the company without putting much thought into the green strategies. “Doing green” *actively* means that one agrees with the company about the benefits of implementing green strategies and actively seeks further information or instruction of how to better undertake green works. Text Box 5-12 shows some sample quotes indicating “Doing Green” from the participants.

Figure 5.8 “Doing Green”: a property of the concept “Handling Green”.



Source: Author

Text Box 5-12 Sample quotes from constant comparison sheet, indicating “**Doing Green**” from the participants.

“...I want to be actively recycling as much as possible that we can.” (Int016_43)

“...which I follow others...that’s it.” (Int009_41)

“...the company told us via email and it isn’t too hard to implement. So I do it.”
(Int013_88)

“if there is a particular green strategy that doesn’t require people to trade off, they would do it definitely.” (Int008_94)

“lots of staffs are willing to bring their own plate or salad bow...”(Int010_61)

“...we are all doing green within our office because things that we’ve done aren’t too complicated. It’s simple to do.” (Int009_18)

Source: Author

5.7.3 “Suppressing Green”

“Suppressing green” involves concealing green ideas, suggestions, or attitudes within one’s thought processes. This pattern of behaviour can range from suppressing positive to negative ‘green’ related strategies (see Figure 5.9 below). When suppressing “Positive green” related strategies, for instance, the green receiver conceals her green initiative to make a company greener: She wants to comment or give suggestions to the company but decides to conceal her ideas within herself. Suppressing green by applying “Negative Green” strategies, might involve suppressing green complaints or suppressing her green confusion. There are many reasons why a green receiver chooses to “Suppress green”, but the dominant reason behind this behavioural pattern is to avoid conflict within the workplace. Text Box 5-13 shows some sample quotes indicating “Suppressing Green” from the participants.

Figure 5.9 “Suppressing Green”: a property of the concept “Handling Green”.



Source: Author

Text Box 5-13 Sample quotes from constant comparison sheet, indicating “**Suppressing Green**” from the participants.

“I felt I wanted to go and criticised them, in my mind.” (Int008_20)

“...because I know I can’t change them.” (Int018_26)

“I have suggestion...but I’m not going to tell them [the managers] because I know that they are very short of money.” (Int017_43)

“...but I’ve never mentioned this in the meeting because they won’t bring it up.” (Int016_87)

“I’ve never actually talked about this to anyone actually.” (Int014_38)

“I mean just complained to each other, not to the manager.” (Int014_31)

Source: Author

5.7.4 “Resisting Green”

When “Resisting green”, green receivers choose to react negatively in response to a company’s green strategies. Figure 5.7 illustrates resistance may be *more passive* or *more active* and all points in-between. *Passive resistance* might take the form of completely ignoring green strategies whereas *active resistance* might involve a green receiver making complaints about a strategy. Active resistance is, therefore, more visible than passive resistance. Text Box 5-14 shows some sample quotes indicating “Resisting Green” from the participants.

Figure 5.10 “Resisting Green”: a property of the concept “Handling Green”.



Source: Author

Text Box 5-14 shows some sample quotes from constant comparison sheet, indicating **“Resisting Green”** from the participants.

“He didn’t care about reusing those papers.” (Int018_22)

“I don’t really bother. We can’t fix anything.” (Int017_11)

“I will feel like too much green if we’re really pedantic about it.” (Int016_74)

“there are plenty of people who are lazy and who they don’t really care about it [green].”
(Int015_30)

“I told him don’t use it but he used it again...finished! He didn’t listen.” (Int003_25)

“My boss doesn’t bother with the green issue!” (Int012_83)

Source: Author

5.8 Four types of “Green Receivers”

Green receivers fall into one of four types: Pro-Greens, Willing Greens, Hidden Greens and Anti-Greens. Each of these types reconciles and handles green differently (See Figure 5.11).

Figure 5.11 Four types of “Green Receivers” matching with four patterns of actual behaviours or known as the “Handling Green” concept.



Source: Author

5.8.1 Pro-Greens

Pro-Greens fall into two categories. Firstly, are the *Pro-Greens by appearance* who are not fully committed to the range of the company’s green strategies but ‘push’ them nevertheless because they are assigned to do so. Indicators indicates the “Pro-green by appearance” such as:

“I would say something like if somebody thinks that they’re caring for the environment while actually do about it, I’m different from that...” (Int001_87)

“I’m trying to make my company save more energy because I am an environmental manager...the company has paid me a profit share bonus...and the benefit of doing that is we are achieving our energy bills.” (Int005_78)

Secondly, are the ***Pro-Greens by conviction*** who are very passionate about green strategies by conviction and who are fully committed to the company’s green strategies. Indicators indicates the “Pro-green by conviction” such as:

“In the case of my team, some people implement green initiatives even though the top doesn’t care or give them any recognition. They simply thought like only one person can make a difference”. (Int010_077)

“All people I’ve talked to were engaging in the processes. I think no one was really trying to persuade us to do this [the green scheme]. It’s a slow process. You had to talk to the manager and then they had to think about that... it was very slow until it would get back to you.” (Int002_29)

Pro-Greens by appearance tend to perceive simplicity in implementing the green strategy when they perceive the four dimensions of the company’s greenness are aligned. In contrast, *Pro-Greens by conviction*, tend to perceive moderate to high complexity in implementing the

green strategies within the company because they have a definite positive mindset in relation to green strategy and are continually challenging themselves to find new ways to support 'green'. In addition, *Pro-Greens by conviction* always assess every dimension of the company's greenness and are constantly looking for 'green change' to achieve green in a better way. In terms of their attitude, *Pro-Greens by conviction* want to make or see change quicker because they believe that time is limited. They assess not only the green strategy of the company, but also external intervention from the government. Indicators relating to these assessment criteria of the Pro-Greens by conviction such as:

“JG asked the other cohorts in the chat box that can marketing teams make a bigger positive impact by inspiring and leading change in individual behaviour or by inspiring and leading change in how firms and organisation act”. (Fieldnote032_P1)

“...speaker 1 said -we should be trying to make it better that it's really. I think about exerting the skills and influence all the people you can in the organisation to help each other move, help change those things as quickly and effectively as possible in the constructive way and as it was from the inside out-...” (Fieldnote032_P3)

The metaphor of *Pro-greens by conviction* can be either “synergistic-negative” or “synergistic-positive”. A metaphor that helps to highlight this “synergistic-negative” mindset of the Pro-greens by conviction, is “*what if a hundred people don't want to do green, the scale would be bigger if it scales up to millions of people don't want to do green*” (Int008_15). This emphasises the attitude of *Pro-greens by conviction* that if they do not take action quickly this could be devastating for the environment (negative to green), because of the fact that every

little incidence of ignorance counts (synergistic mindset). Meanwhile, “synergistic-positive” attitudes reflect the power of individuals in the grand scheme of things and emphasises that they can make change in a better way (positive to green), such attitudes can be expressed as “*many hands make light work...it’s exactly that in the greening job*”(Int005_18).

Interestingly, *Pro-Greens by conviction* comply with not only the company’s green strategies, but also with their own high green standards. In other words, *Pro-Greens by conviction* always perceive complexity in implementing green within a company because they want to “push green” quicker, harder and wider (both inside the company and externally) and as effectively as possible.

When “Assessing green” during Stage 1 of “Reconciling green” **both types of Pro-Greens** value ‘green’ work as being *high to quite high*. Within Stage 2– “Investigating green”, the Pro-greens will perceive that the investigation is surely worth the effort. When “Pacing Green” in Stage 3, Pro-greens will put in the *moderate to high* amount of effort required and will focus on “Habitualising green” in order to make implementing green a regular part of their work-life. They may also be “practicing” implementing green in as many areas as they can.

When “Handling Green” the Pro-Greens will support the company’s green strategies by pushing green within the company in all directions of a company’s management. **Pro-Greens** are likely to be found actively pushing green in companies with having ambiances ranging from a dynamic green ambience to a green vacuum. The pro-greens who push green in a “green vacuum”, however, are likely to be *pro-green by conviction* and mainly push green from the ground upwards to a higher and wider hierarchy. Metaphors likely to be popular with both types of Pro-Greens reflect their *positive* green impact mindset, such as ‘small steps every day and one day you will get there’.

5.8.2 Willing-Greens

Willing-Greens are the green receivers who perceive simplicity in implementing the green strategies within the company. They receive green strategy and willingly implement it even though most of them have no direct responsibility related to the 'green work' of the company. Some Willing-Greens receive 'green tasks' directly from their managers, while others receive 'greens tasks' from Pro-Greens who can be their colleagues, junior staff or indirect managers. When "Assessing green" (Stage 1 of "Reconciling green"), Willing greens value the 'green' work as being moderately to highly important; When "Investigating green" (Stage2), they perceive that the investigation is comparatively worth their effort; and when "Pacing green", Willing-Greens will put in sufficient effort to familiarise themselves with implementing the company's green strategies and habitualise green. Indicators of "Willing-Greens" such as:

"I don't know that it will actually get recycling or not but we are asked to put them in the recycle bin and we do". (Int014_13)

"I know about carbon emissions and the environment because every customer asks about our cars...and I want to make sure that I can give this information to my customers". (Int003_22)

5.8.3 Hidden-Greens

Hidden-Greens perceive complexity in implementing green strategies within the company. They want to initiate green or get involved with implementing 'green', yet completely prioritise other non-green work commitments because they are afraid of failing to integrate 'green tasks' with other 'non-green tasks' whilst still being able to maintain a high standard of productivity.

Many Hidden-Greens are likely to be found in the upper levels of the company hierarchy, experience high levels of pressure and struggle to balance the many expectations of the company. Hidden-Greens are, therefore, likely to prefer to avoid implementing green strategies until they find one that does not require any trade-off between their core work and green work. They are likely to procrastinate over green tasks and those Hidden-Greens with direct responsibility for green work will avoid integrating 'green' work with 'non-green' work. The indicators of the "Hidden-Greens" such as:

"I don't want to use too much bubble wrap, but I also don't want to send the products and they would get broken... It's weird because our customers will buy the packaging, and we, our company use it. This is the system. So, I've just waited for the greener options to turn up..." (Int016_24&34)

"I don't know how it costs for the current one, but I'm sure that the electric one will be more friendly to the environment than the current gas one...I have got a suggestion for them, but I am not gonna care them because I know they are very short of money". (Int017_43)

When "Assessing green" (Stage 1 of "Reconciling green"), Hidden-Greens value the 'green' work as being moderately to highly important. When "Investigating green" (stage 2), Hidden-Greens perceive that the investigation may not be worth their efforts at that particular moment and postpone the implementation of the green tasks. When practicing green (stage 3) Hidden greens rehearse and repeat their decision to suppress green within themselves and

conceal their desire to support the company's green strategies. Over time they habitually suppress green.

5.8.4 Anti-Greens

Anti-Greens perceive complexity in implementing the green strategies within the company. When Assessing green (Stage 1 of "Reconciling green") Anti-greens value the 'green' work as being quite low. When, "Investigating green", they perceive that the investigation is not worth the effort. Many Anti-Greens are likely to be in the lower levels of a company's hierarchy and feel unable to express their feeling of dislike or confusion towards a green strategy. When practicing green (Stage 3), Anti-greens will simplify the company's green strategies. When practicing their responses to green strategies, some Anti-Greens may feel a certain moral obligation to support the company's green strategy, whatever their personal feeling may be but justify their antipathy by minimising the likely impact of their action. During the practicing stage, Anti-Greens evolve into two groups *passive Anti-Greens* and *active Anti-Greens*. Passive anti-greens have an ambivalent attitude to green strategies and green work. They are confused as to how they can implement the company's green strategies, keep their confusion to themselves and avoid instruction. In due course, they habitually avoid and forget to follow the company's green strategies. The indicators of the "Anti-Greens" such as:

"...I think I have not much I can do anyway ... I don't that passionate about it, and also laziness when you have to separate waste. And I lack knowledge because my partner told me that they couldn't recycle some types of cardboard. I feel ambivalent, I would say". (Int014_50)

“To be honest I don’t know of any green policies that we have. We may have them but I’m not aware of them. we don’t even recycle rubbish...the cleaners complained that you know that we just put everything goes in one container...”
(Int027_2).

Active anti-greens practice and, over time, habitualise their decisions to ignore green strategies or to implement them at their own convenience. When “Handling Green” all Anti-Greens resist green and either do not do green work or implement their own approach to completing tasks. Indicators indicate “practicing” negative green behaviour of the “Anti-Greens” such as:

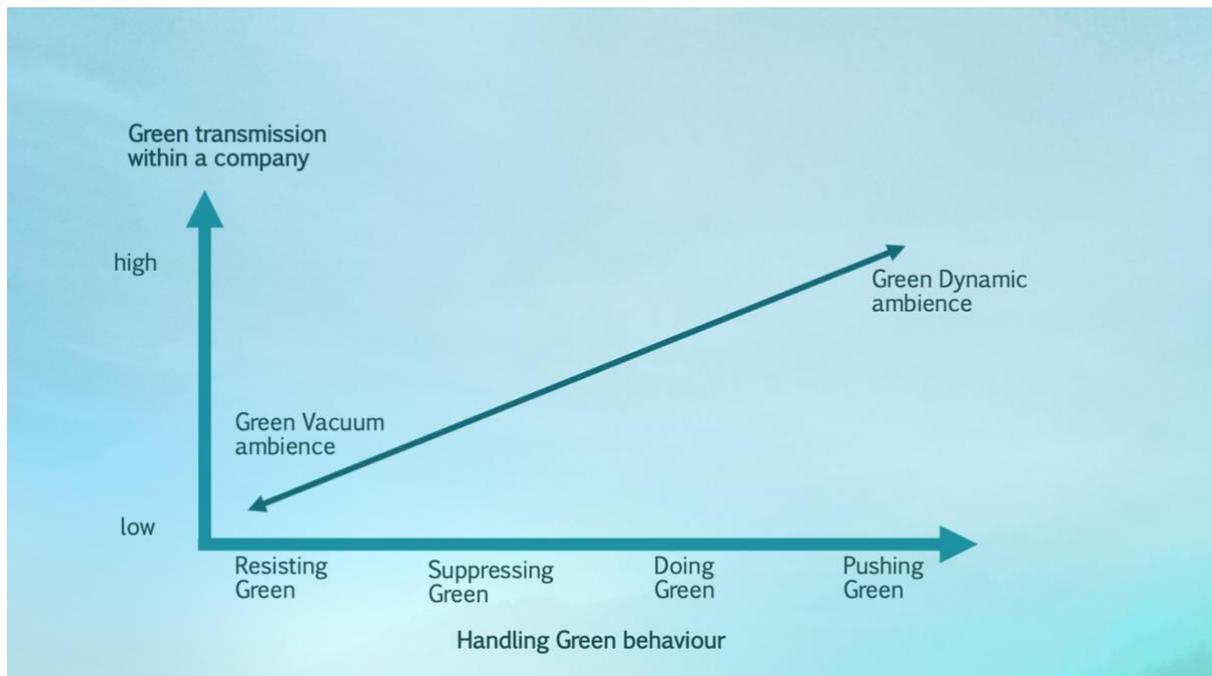
“...we don’t choose this [greener option] sometimes because we are an engineering type. We have a practical-focused rather than an idealistic dream. ...I think taking care of the environment is idealistic, and it has to deal with lots of people...but if you ask me to choose between practical and idealistic...you know...”
(Int013_51).

“...we shouldn’t have put anything in there, but people put everything in that recyclable waste bin, honestly” ...For me, I don’t really bother, and I don’t feel bad because I’ve mixed them, it’s okay and fine, but at home I do separate the waste into three bins. Actually, at home I do recycle as much as I can, but I’m not at ummm [laugh]..at the office” (Int017_4&7).

5.9 “Transmitting Green”:

As green receivers handle green, they transmit different levels of green within a firm depending on whether they resist, suppress, do, or push green. The level of green they transmit feeds into the prevailing green ambience from “Green dynamic” to Green vacuum”

Figure 5.12 Green transmission within a company



Source: Author

5.9.1. “Green Dynamic”:

Figure 5.12 demonstrates that there tends to be high transmission of green in a company that has many Pro-Greens who push green and Willing-Greens who are willing to do green works. In such a company, internal stakeholders encourage each other to implement ‘green’, individual to individual, seniors to juniors, as well as those workers with a longer tenure through to newcomers. Indicators indicates “Green Dynamic” such as:

“We try to remind each other, for example like I didn’t realise that it [the hazardous waste bin] was moved to a different place so my colleague, she reminded me and then we actually just remind each other”. (Int026_15)

“I think that the company green culture is firmly embedded in the behaviour and actions of us. For example, on my work email signature I have a reminder to please consider the environment before printing the email”. (QR²⁰_Int021)

This generates a green dynamic, creating a deep shade of green culture within a company in terms of what it does and how it thinks. In other words, when there is a high transmission of green amongst individuals within a company, this results in a stronger “green dynamic” where there will be a continuous sharing of information regarding ‘green’.

Within an ambience of green dynamic, green strategy is enforced but it is done leniently, meaning that most of green rules and methods of enforcement arise from implicit agreements or the negative reactions from individuals within the company, rather than from the company level itself. For example, if any employee performed a negative action, which did not follow the green strategy of the company, then they will not be penalised. Instead, to enforce ‘green’ the company uses peer pressure or peer observation. These peers can be colleagues, co-workers or managers. Indicators indicates the peer pressure behaviour such as:

²⁰ QR is abbreviation for data from Email Questionnaires.

“We do have people come to our floor with different types of bins. Collecting recyclable things and then they have mentioned to us that this should be recycled. So, there has been a little bit of push, but not a lot”. (Int015_9)

“I sat behind him, and he printed lots of papers per day. I thought oh how many papers he printed out everyday.... Then I went to him and told him why he didn't just use his second screen- do you have any idea how much waste you produce per day?-...” (Int008_188)

5.9.2. “Green Vacuum”:

In contrast to “Green dynamic”, Figure 5.12 shows when a company is operating in a “Green vacuum”, there tends to be low transmission of green in a company that is dominated by people who suppress or resist green. In these companies, internal stakeholders are *not* likely to encourage each other to support the company's green strategies, such that there is little or no green dynamic and only a very weak green culture with almost undetectable levels of green in what the company thinks and does. In a company with a “green vacuum”, if green strategies are inadequate being overambitious (e.g., attempting to roll ‘green strategies’ out over a period of being scrutinised by NGOs or the media), or if there is a lack of enthusiasm because of a shortage of Pro-greens and Willing greens, ‘green’ will not become the culture of the company. Indicators indicating “green vacuum” such as:

“There doesn't seem to be a cultural drive towards green initiatives. Maybe people earn too much money here”. (QR_Int015_last)

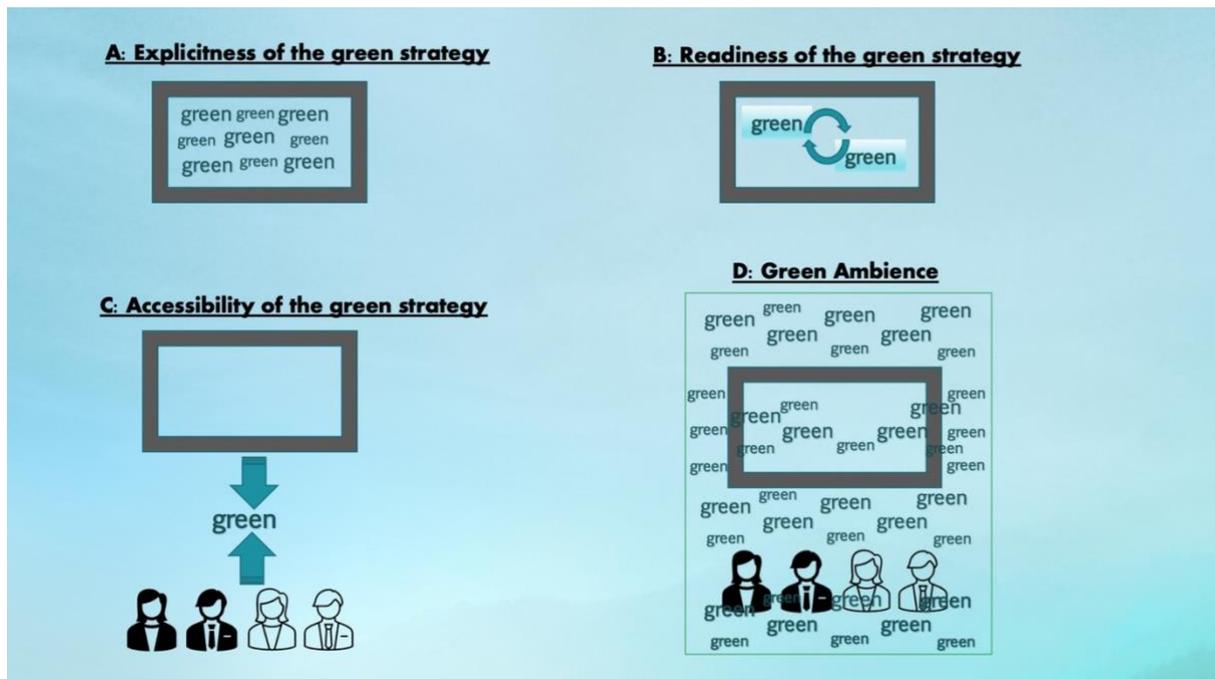
“I think they're less likely to care about the green strategy. It is just not important to some people and then we did get the competition to get people walking up the stair instead of using the lift. That lasted for about three weeks. And I would say that it didn't take carriage after the competition...some people carry on walking, but not many”. (Int015_13)

In short, “green dynamic” or “green vacuum” is the ambience produced as a result of the actions and interactions of individuals within the company with each other and as shaped by the green strategies. These actions and interactions transmit ‘green’ and produce a green ambience.

5.10 Four (3+1) dimensions of “perceived greenness”:

From the perspective of green receivers, with respect to green implementation, there are *three-plus-one* or four dimensions as to how they perceive the company's level of greenness. Figure 5.13 shows four (3+1) dimensions of “Perceived Greenness”.

Figure 5.13 Four (3+1) dimensions of “Perceived Greenness”



Source: Author

5.10.1 “Explicitness”, “Readiness”, and “Accessibility” of the company’s green strategies:

The first *three* dimensions are derived from *a company’s green strategies*:

- 1) **“Explicitness”** relates to both the clarity of the green strategy of the firm and how forcefully and in how many directions the company will push green. Green practices of a company that are related to the explicitness of the green strategies include, for example, green management structure, green infrastructure, green credentials, or a company’s green reports. Indicators relating to “Explicitness of a company’s green strategies” such as:

“The green strategies at my company have been in place for many years, they are included in [name of a report] and they have been discussed regularly”.
(QN_Int008_2)

“General daily routine at my office is still needing a lot to improve to go greener. Green strategy is not the main priority for my company at the moment”.
(QN_Int009_1&2)

“...directions of the company on green strategies... tangible actions and results present in the company portal or on social media”. (QN_Int010_2)

- 2) **“Readiness”** is more than the company simply being ready to implement its green strategies, it relates to the inter-departmental green dynamic, that is the direction and flow of energy between and amongst departments as the company officially manages and encourages ‘green’ with their internal stakeholders. Business practices that are related to the readiness of the green strategies include, for example, green human resource management; green development over the years of the company’s existence; or green enforcement strategy of the company regarding how it will be ready and prepared to push forwards green initiatives. Indicators relating to “Readiness of a company’s green strategies” such as:

“Just because the policies are in place doesn’t mean everyone is doing it. There are no apparent enforcements, they expect employees to be grown-up, but it’s not always the case”. (QN_Int008_8)

“For all that is the sustainability report, there are metrics and goals. We are a metrics-driven company”. (QN_Int022_4)

“I have every faith in my company to be able to fulfil the goals set out, but I’m not entirely sure what the steps are that we are taking as employees to help fulfil those goals”. (QN_Int024_4)

- 3) **“Accessibility”** is where the internal stakeholders interact with the green strategy of the company and relates to the various touch points between the individual and the understanding of the green strategy. It is the meeting-point between a company’s green and the individual. Business practices that relate to the accessibility of the green strategies can be varied. For example, green benefits offered, green options, green engagement, green investment, green communication. The latter is the combination of communication channels and the period of communication, especially the consistency as to how regularly ‘green’ is communicated. Indicators relating to “Accessibility” of a company's green strategies” such as:

“All staff are willing to attend online training. Also willing to partake to cycling scheme if appropriate”. (QN_Int026_6)

“...Company’s portal is easy to access but hardly see information about the company’s green strategies. Only thing I can find is about employee benefit “bike to work” which is not applicable to all employees”. (QN2_Int010_6)

“My company makes employees aware of some changes due to green policies. For example, the printing paper has been changed to a more environmental-friendly type, the printers have been changed to energy-saving models. Employees can cast their opinions/feedback through facilities managers”. (QN08_Int008_6)

“...the company needs to improve a lot of things for staff to follow, but right now, the staff is doing it themselves and I felt there is a lot for the company can do as well”. (QN_Int009_6)

5.10.2 “Green Ambience”:

The fourth dimension used to perceive the company’s greenness— **“Green Ambience”**, relates to the prevailing feeling of green within the company. Many factors can contribute to the green ambience, perhaps everything that connects to ‘green’ from the number of trees and plants within the company grounds and offices, to the collective mindset of internal stakeholders and the way in which they feel toward ‘green’ and talk and behave ‘green’. A firm’s green ambience is a product of the actions of green receivers and their interactions with

the green strategies and with each other as they transmit ‘green’ voluntarily without much prompting from management.

A “green dynamic” is created when ‘green’ is transmitted at high levels. In other words, ‘green passion’ is embedded within each individual employees’ ‘heads and hearts’, which leads to a deeper shade of green in a company, where both perceived greenness and the company’s green strategies plus ambience are deeply green. Conversely, “green vacuum” refers to the emptiness of a green passion within individuals’ mindsets, meaning that it is necessary for regular prompting from management in order to effectively roll out a green task.

5.10.3 “Accessibility of the green strategy”: the main route influencing perceived greenness of a green receiver:

The “Accessibility” of the company’s green strategies is the main route that a green receiver can access and subsequently evaluate the “Explicitness” and “Readiness” of the company’s green strategy. For example, the level of accessibility experienced by a green receiver who wishes to learn more about the company’s green strategy will depend upon the level of ease in accessing the green strategies, and the extent to which they can read and understand (explicitness) the company’s green strategies. Meanwhile, for example, a green receiver can assess the readiness or preparedness of the company to ‘go green/greener’ depending on his/her opportunities in interacting between different levels of the managerial hierarchy within the company. However, on the other hand, the green ambience is something that is always being passively absorbed by internal stakeholders, whether or not they actively wish to engage with ‘green’. Indicators relating to the accessibility of green strategy: the main route influencing perceived greenness of a green receiver such as:

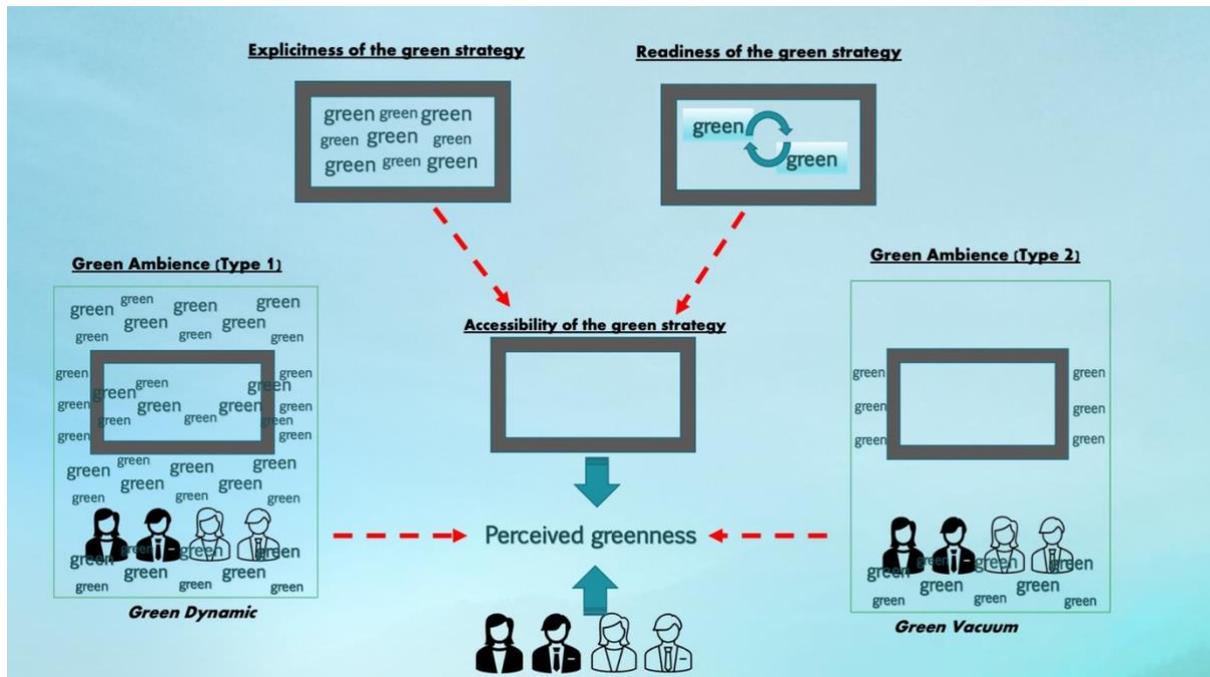
“...clear communication to communicate directions of the company on green strategies. It’s tangible actions and results that are present in the company portal or on social media...Regular communication on green culture. A lot of CSR news or activities that encourage employees to go green”. (QN_Int010_2&4)

“The accessibility to the company’s green strategies is very convenient. It’s great publicly to let both internal and external staff know that the company is aiming for green goals! To that effect, many times throughout the year, green goals that are new or that we have achieved are published over and over again to reiterate to everyone”. (QN_Int024_6)

“My company’s green strategies are explicit because it is communicated regularly by the marketing team through online, internally and externally, and the print content”. (QN_Int021_2)

Figure 5.14 demonstrates “Accessibility” of a firm’s green strategies is the main route to evaluate “Explicitness” and “Readiness” of the company’s green strategy, while “Green ambience” is passively absorbed by green receivers.

Figure 5.14 “Accessibility” is the main route to “Explicitness” and “Readiness” of a firm’s green strategies, while “Green ambience” is passively absorbed by individuals within a firm.



Source: Author

The next chapter- *Literature review*- will elaborate further upon these four (3+1) dimensions of a company’s greenness by relating every ‘green’ dimension to the scholarly literature. In doing so, one can see that these four dimensions of a company’s green strategies have been studied intensively for a long period of time, but there has not yet been an established linkage between them and a firms’ internal stakeholders. Furthermore, there is currently a gap in the literature relating to how the integration amongst these four (3+1) green dimensions of a company works. **“Reconciling Green at work”**, the resultant theory of this doctoral research, is discussed in relation to the existing literature. It allows us to have a greater understanding of how green strategies and the green culture of a firm link to the perception and behaviour of individuals who work for a firm.

5.11 Summary

The “green receivers” are the population of a firm, the firm’s internal stakeholders, who receive, or are subject to receive, the green strategies that have been designed by the company. These green receivers identify that “complying with green at work” is a major concern. This concern is not only about compliance with the company’s green strategies, such as official green objectives, policies, or instructions, but is also related to conforming with the company’s ambience. Conformity can be achieved through peer pressure, moral compliance, or one’s own green standards. Hence, this theory recognises that these green receivers are complying with the overall “greenness” of the company.

In order to resolve their concerns about “complying with green at work”, green receivers try to reconcile green with other work priorities, which mostly are non-green related work goals. Hence, “reconciling green” is the core process of this theory, which is the psychological process of resolving or mitigating the main concerns of green receivers. This core process will lead to the green receivers engaging in three stages within the rubric of “reconciling green”: 1) assessing, 2) investigating and 3) pacing. As a result of the third stage of “reconciling green”, green receivers will want to manage their green workings and pace themselves, in order to have enough time and energy to complete their non-green work tasks.

As a result of the three stages within the “reconciling green” rubric, “handling green” will be the behavioural outcome. Within the “handling green” behaviour aspect, there are four patterns of observable responses: “pushing green”, “doing green”, “suppressing green”, and “resisting green”. When comparing the “handling green” concept with “reconciling green”, the latter happens mostly within an individual’s mental cognition, therefore, the four behavioural patterns within the “handling green” aspect can be more easily observed. This is because green receivers actually perform “handling green” in response to the company’s green strategies. Green receivers are categorised into four main groups; The Pro-Greens, The Willing-Greens,

The Hidden-Greens, and The Anti-Greens and these four typologies match the above four behavioural patterns of “handling green”.

As green receivers “handling green”, they transmit different levels of ‘green’ within a company. There will be a higher instance of “transmitting green” in a company that has many Pro-Green and Willing-Green internal stakeholders. Conversely, a lower level of “transmitting green” occurs in a company that is dominated by both the Hidden-Green and Anti-Green internal stakeholders. As a consequence of various levels of “transmitting green” feeding back into the prevailing green ambience, a company’s ambience of green will be discerned, ranging from “green dynamic” to “green vacuum”.

“Green dynamic” ambience occurs when there is a chain of green transmission between individual to individual within a company, until ‘green’ becomes part of the company’s mainstream business culture. “Green vacuum” ambience, on the other hand, occurs when ‘green’ is implemented over only a certain period of time, so that it does not become completely absorbed within the company’s overall culture.

Furthermore, the theory proposes that green receivers perceive a company’s green strategies in three dimensions, which are the “explicitness”, “readiness”, and “accessibility” of the strategies. However, when green receivers review the complexity of a company’s green strategy (whether it is complex or simple to implement), they take the “ambience” dimension into account as well— thus (3+1): “explicitness”, “readiness”, “accessibility” and “green ambience”. The alignment of “perceived 3+1 dimensions” of a company’s green strategy and the degree of “perceived complexity” influence an individual’s main concern and the process of resolving the main concern.

Whilst “green mindset” is not a key influencing factor that impacts perceptions and behaviour of the majority of green receivers, it affects the Pro-green by personal conviction. This specific type of green receiver normally sets higher standards in evaluating a company’s

green strategy, hence, whether perceived as complex or simple, they will compare the level of their personal green mindset with the aforementioned 3+1 dimensions. Lastly, “shade of green” or depth of green is the overall level of a company’s greenness, ranging from “deep green” to weak green or being devoid of green. This shade of green exhibits the overall strength of the green achievement of an organisation. It can be measured by examining the synergy of a company’s green strategies, green ambience, perceptions and the behaviour of green receivers within a firm.

The literature review that nests this new theory in the existing theories will be thoroughly presented in Chapter 6- *Literature review*.

Chapter 6

Focal Literature Review & Grounded Theory Integration

6.0 Introduction to the chapter

“The first thing you must do is conduct a comprehensive literature review...you are keen to make a start on researching a particular problem that you have identified, to be advised to go and search for relevant work done by others, to identify pertinent theories, or just generally to read around the subject.” (Ridley, 2008, p. 1).

The above statement made by Ridley shows that academic researchers typically begin their work by reviewing of relevant extant literature in their field to ascertain their position in relation to that corpus of scholarship. However, according to the grounded theory perspective, conducting a literature review is not the first activity a grounded theorist aims to undertake. Instead, according to Glaser (1978):

“In our [grounded theory] approach we collect the data in the field first. Then start analysing it and generating theory. When the theory seems sufficiently grounded and developed, then we review the literature in the field and relate the theory to it through the integration of ideas” (p.31).

Among the reasons underpinning Glaser’s recommendation for delaying reviewing the literature are that: firstly, an analyst cannot identify the relevant conceptual field(s) until a

theory is sufficiently developed; secondly, a researcher should avoid becoming preconceived by knowledge or concepts from the literature, which can force the development of their theory; and thirdly, grounded theorists should treat the literature review as another source of data with which to sharpen their theory. To avoid such preconceptions, the literature review is best carried out at a late stage of analysis and when the relevant literature can be identified. In effect, reviewing the literature at a later stage of analysis allows a researcher to have more time in the saturation stage to select and integrate any relevant literature into their theory. As a result, a theory that has been grounded by data and generated in its original substantive field can be sharpened by comparing it to the most relevant of the extant literature. This literature review chapter is therefore placed after the chapter presenting the “Reconciling Green at work” theory, which is the productive outcome of the research conducted for this thesis.

Conducting a literature review in grounded theory method, moreover, is similar to nesting relevant literature into the theory that is successfully grounded, so that some fundamental literature from other fields can become part of the theory. This approach demonstrates that theorists continue comparative analysis even after saturation of their concepts. These relevant existing literature become more data of a grounded theory. As a consequence, the theory can be strengthened to a fuller perspective and emphasis its contribution of knowledge. As Glaser (1998) recommends and encourages grounded theorists when writing the literature review chapter that

“At this stage, the researcher is absorbed by readings that weave into his theory here and there and now seem so partial to the full grounded theory...Thus the grounded theory can transcend and organize many disparate articles in an area...(Glaser, 1998, p77).

“I encourage the burden and joy of literature review to complete the grounded theory package by making it a woven in part of literature. Analyze other work by constant comparison, do not just list or describe them... In the end, when saturation of literature review is reached, then the appeal to future research can begin”. (Glaser, 1998, p.78).

According to the recommendation and encouragement of Glaser (1998) mentioned above, I, therefore, not only review the existing literature but also conduct a grounded theory integration by nesting these focal literature into parts of the explanation of “Reconciling green at work” theory.

Within this chapter, the following should be noted:

- 1) The use of **single quotation marks** refers to the mentioning of **concepts and theories from existing literature**, such as ‘Theory of Planned Behaviour’, ‘perceived behavioural control’, or ‘subjective norms’.
- 2) The use of **double quotation marks** refers to the emergent concepts and theory that have been **generated by this doctoral research**; whilst
- 3) **capitalising the first letter** of each **main concept**, such as “Reconciling Green” ;
and
- 4) **lowercasing the first letter** of each **sub-concept, property** and **dimension** within the main concept, such as “assessing green”, “investigating green”; meanwhile
- 5) **a sub-property of a sub-concept** is written in **italics**, such as “*prioritising*”, “*evaluating*”.

The remainder of the chapter is divided into *three* main parts: **Section 6.2** aims to compare the theory “Reconciling Green at work” with theories and concepts that previous scholars have utilised in their studies. **Section 6.3** reviews the theories of the focal literature, which is highly relevant to the emergent theory of this doctoral research. **Section 6.4** highlights the background literature in relating to the theory “Reconciling Green at work”. However, before presenting these three main parts of this chapter, **Section 6.1** shows how the theory “Reconciling Green at work” encourages business and organisational scholars to open their minds and extend their views and to concentrate more on a psychological perspective when investigating the ‘green’ context in organisations.

6.1 Introduction to literature review

In integrating pertinent existing literature into the generated theory produced by the research carried out for this thesis, the aim is to demonstrate that the main contribution of the theory “Reconciling Green at work” is to amalgamate the fragmented knowledge currently found in the organisational ‘green’ literature. In other words, the research can assist the research community in “organisational green behaviour” in re-organising *what we already know about the company’s green strategies* by suggesting *those of which should be prioritised as higher dependent and independent variables*. Additionally, the theory that this study has generated can present fresh concepts to the ‘green’ research community, such as the concepts of “pacing green”, “transmitting green”, and “green ambience”. These new emergent concepts can also be integrated harmoniously with current psychological theories that are available, providing the “Reconciling Green at work” theory with even more power to explain *what is going on* in the phenomenon of “organisational green behaviour”. Consequently, based on the cognitive understanding that “Reconciling Green at work” has provided in Chapter 5, along

with the integration with existing literature established in this chapter, one can apply the theory more efficiently, both for academic and practical purposes.

In terms of, the concepts of ‘company’s green strategies’ and ‘employee green behaviour’, these have been widely researched in the fields of: green-organisation behaviour (OB); green-human resources management (HRM); as the green aspect in corporate social responsibility (CSR); and in relation to the sustainable development (SD) of companies, for decades (Gond *et al.*, 2017; Renwick *et al.*, 2013; Cronin *et al.*, 2011). However, these studies predominantly focus on the company’s perspective by using extant business and organisational theories as lenses to investigate green behaviour within a company. Despite a recent surge in employee-centric research in organisational green contexts in the past ten years; there is still surprisingly little research on the psychological perspectives of individuals within firms (Gond *et al.*, 2017).

Most green frameworks investigate a firm’s ‘greenness’ through the lens of existing theories and concepts, such as ‘stakeholder theory’, resource-based view theory’, ‘sustainability theories’, or ‘win-win *versus* trade-off concepts’ (Wannags & Gold, 2020; Van der Byl & Slawinski, 2015): there are just a few that incorporate the use of psychological lenses, such as paradoxical theory, goal framing theory or the theory of planned behaviour (TPB) (Robertson and Barling, 2015). In addition, when researching what motivates internal stakeholders to cooperate with the company’s green schemes, researchers have focused on specific concepts in isolation such as ‘green commitment’ (Brío *et al.*, 2007), ‘green leadership’ (Blok *et al.*, 2015), ‘green training’ (José and Jabbour, 2013), or ‘green incentives’ (Daily *et al.*, 2007). Until now, developing theories that can show the whole green process—including the challenges in each employee’s daily work processes towards green, has been largely ignored (Wannags & Gold, 2020; Bartunek, 2008, Gond *et al.*, 2017). Studying issues in isolation have meant that the understandings created within the ‘organisational green’ research domain are both fragmented and insufficient.

Jackson and Seo (2010) noted the problems of *ad hoc* research within the field and observed that green scholars were interested in studying specific issues in the organisational green system and that there was a corresponding lack of focus on integrated implicit and explicit processes occurring within the organisational green phenomena. This lack of a more comprehensive understanding of the complexity within the corporate green process means that managers are struggling to find guidance that enhances their capabilities to: (i) apply green strategies; and (ii) to ensure that the behaviour of their staff is responsive to the company's 'green' mission.

In the same vein, Gond *et al.* (2017), Renwick *et al.* (2013), Jackson and Seo (2010) have also pointed out to green researchers that green HRM, green OB, green in CSR and SD have been slow to see the relevance of green concerns of individuals. Furthermore, Gond *et al.* (2017) have emphasised that incorporating individual-level dynamics when studying 'green' could enhance the implications of research. In addition, Jackson and Seo (2010), have stated that these fields of study require development of a complex and in-depth understanding of the other pathways that green businesses can strategically follow.

The productive outcome of this doctoral research, the theory "Reconciling Green at work", provides a complex and in-depth understanding as called for by Jackson and Seo and others. This theory not only recognises and accounts for much of the complexity of implementing green strategy within an organisation, but it also provides both a theoretical framework within which to integrate the extant literature and, importantly, it provides a management tool that can be applied by stakeholders as they seek to improve the effectiveness of "organisational green behaviour". By reflecting the complexity of green phenomena within a company, the theory explains "organisational green behaviour" as emanating from people's real concerns within the parameters of this phenomenon and takes into account the conditions and contexts which interact with individual cognitive processes and shape actions and consequences.

I argue that the theory “Reconciling Green at work” connects the fragmented ideas of the literature and extends the knowledge in “organisational green behaviour”. In addition, in explaining the dynamic linkage between an individual’s mental process, their observable behaviour, the green ambience generated and an organisation’s green strategies, the theory has created interdisciplinary knowledge between green OB, HRM, CSR, SD. Furthermore, the theory has demonstrated that each behavioural response to the company’s green strategies, policies and activities is based on both implicit and explicit elements occurring within a firm.

“Reconciling Green at work” recognises that each individual within a company faces obstacles when “Complying with green” in order to implement green strategies for a firm. The three steps within “Reconciling green”— “assessing”, “investigating” and “pacing green”— are taken before individuals perform observable behaviour towards the firms’ green strategies. Their perception of, that is, the “Perceived greenness” of the company’s green strategy, together with the prevailing green ambience, crucially impacts upon each individual worker’s psychological process in reconciling green tasks with other non-green work tasks. This chapter not only uses the theories in the OB domain to further explain the concept of “Reconciling green” but also integrates psychological theories to extend our understanding regarding the *cognitive, affective* and *behavioural* processes that are integrated before a person goes through the process of “activating green” and subsequently works towards the ‘green goals’ of their company. Moreover, the concept of “Transmitting green”, which is firmly linked with the “Green ambience” of a firm, is further comprehensively understood through integration with the ‘Norm activation theory’ (Schwartz, 1977; Schwartz & Howard, 1981) from within the scope of the psychological literature.

The advantage of using the “Reconciling Green at work” theory to guide green implementation is that there is clarity in seeing the relevance of how to create ‘*green change*’ and influence effective outcomes. The theory can help managers understand both the mental

and physical demands of internal stakeholders in cooperating with the company's green schemes. This should lead to the facilitation of the green decision-makers to create green strategies, policies and internal green activities that align with other core values within organisations, whilst being able to promote 'green' amongst their internal stakeholders. Hence, managers and scholars alike can learn much from the integration of existing literature into the "Reconciling Green at work" theory in order to more effectively align the various elements of a company's process to manage internal stakeholders' green behaviour. The contribution of the resultant theory of this doctoral research, hence, satisfies the calls for more investigation that can help managers overcome significant obstacles in green management.

6.2 The comparison of theories from business management and organisational behaviour paradigms in the 'green' literature

The primary purpose of this section is to identify and assess the weaknesses of the dominant theories drawn from the business's strategies and managerial research paradigm to investigate an organisation regarding its 'green' context.

6.2.1 Stakeholder theory

Stakeholder theory identifies who the stakeholders are and recognises that there are different needs or wants that lead to potential conflicts (Freeman, 1984; Freeman *et al.*, 2010). According to the literature that uses stakeholder theory to explore a firm's green strategy, this literature also acknowledges that there is conflict and tension between the wants and desires of different stakeholders, leading to difficulties concerning the implementation of green strategies (Murillo-Luna *et al.*, 2008). By utilising the stakeholder theory, a company manager can potentially overcome or mitigate the elements of conflicting demands amongst diverse stakeholders by focusing on generating mutual interests, which are in line with the needs of all

relevant stakeholders (Buysse and Verbeke, 2003). For example, Polonsky (1995) has suggested that stakeholder theory can assist a decision-maker in designing 'green' activities by integrating the needs of identified relevant stakeholders into the planning process. Following this, one modifies green strategies or policies to ensure that the needs and expectations of those stakeholders are being met. However, this thesis argues that previous studies have focused to a lesser extent upon accommodating such demands of internal stakeholders, when applying stakeholder theory to analyse the needs and wants of other groups of stakeholders. For instance, prior researchers (and practitioners) give a greater level of importance to the demands of investors, customers, and government groups of stakeholders, but overlook the desires of internal workforce that may wish for a company's support in overcoming any tension when implementing green strategies (see Wannags & Gold, 2020; Cronin *et al.*, 2011; Aragón-Correa and Sharma, 2003).

Furthermore, there is the issue of added complexity with green implementation when utilising only the stakeholder theory approach in "organisational green behaviour" research (Wannags & Gold, 2020; Van der Byl and Slawinski, 2015), whereas the "Reconciling Green at work" theory indicates that internal stakeholders seek "simplicity" in implementing green within an organisation. I argue that the reason for this complexity within stakeholder theory is because the ultimate objective of the theory is to focus on finding an integrated perspective that takes into account all levels of hierarchy and all relevant stakeholders of a firm. Moreover, through the lens of stakeholder theory, the macro-level of a company is focused (e.g., the company's strategies, benefits, and performance) rather than the relationship between an organisation and its internal stakeholders in both the short-term and long term. Similarly, Wannags and Gold (2020) have noticed that:

“...both researchers and practitioners assumed that corporate sustainability goals could be aligned with commercial success. Recent research has cast serious doubts on the usefulness of this unidimensional business-case thinking...”(p.1).

The theory “Reconciling Green at work” is specifically generated to be used in the ‘green’ context. It focuses on three levels within a firm– *company, a group of individuals, and the cognitive behavioural process of an individual*. Furthermore, grounded in a full understanding, as much of possible, of the needs and wants of internal stakeholders’ and especially their main concern. The theory explains *how* the company can encourage internal stakeholders to assist in building up cocreation value for all stakeholders, both currently and in the future. Furthermore, the theory “Reconciling Green at work” gives importance to the perception of each individual within the workforce towards every element of the firm’s ‘green’ strategy, before exploring the dynamics which exist between the firm and the internal stakeholders.

In short, a benefit of the “Reconciling Green at work” theory is that the viewpoints and behaviours of individuals within a firm are carefully scrutinised beyond the surface level. This contrasts with stakeholder theory, which outlines a broader range of strategic solutions instead of focusing on ‘micro-green management’ (Hörisch *et al.*,2014, p.334).

6.2.2 ‘Win-Win’ versus ‘Trade-off’; and ‘Contextualising’ versus ‘Sensemaking strategy.’

‘Win-Win’ and ‘Trade-off’ are concepts widely discussed in the literature relating to the strategies of companies ‘going green’. Win-Win can be referred to as mutual benefits where all stakeholders receive the potential positive effects of being ‘green’ (Morsing & Schultz, 2006), meaning that both the internal and external stakeholders of the company benefit from the way the business is run by not compromising the well-being of the world’s ecosystem. Moreover, some companies can even create a positive effect on the world’s ecosystem (Darnall

et al., 2010). Conversely, ‘Trade-off’ is the concept usually found when the company and the internal stakeholders accept that there must be a trade-off with some of their conveniences or benefits whilst running the company's business and being responsible towards the natural environment. Ideally, a firm and its internal stakeholders try to avoid ‘trade-offs’ and enhance the ‘Win-Win’ concept when adopting the ‘going green’ strategy (Xiao *et al.*, 2019).

Xiao *et al.* (2019), however, mentioned that eliminating the ‘trade-offs’ and ideally enhancing the ‘win-win’ is not easily accomplished. These researchers also demonstrated that some managers use a ‘contextualising’ strategy. This strategy is achieved by trying to create workable solutions around the green concept and regulations to ease tensions in their business. A workaround approach, however, will never enable a company to achieve a *deeper shade of green*, where a fundamental change of the organisation’s polluting behaviours is required (Xiao *et al.*, 2019). Hence, some scholarly researchers encourage managers to accept and embrace that there are always dilemmas in the ‘green’ implementation, rather than attempting to resolve tensions completely (Bodin *et al.*, 2020; Dahlman *et al.*, 2017; Ivory & Brooks, 2015; Muradian *et al.*, 2009).

Additionally, Xiao *et al.* (2019) described that whilst some managers apply the ‘contextualising’ strategy, others practice ‘sensemaking’ approaches. This ‘sensemaking’ approach is described as a **paradox** and **contradiction** that cannot be resolved. Managers are advised to focus on the reality, whereby managers accept the *contradictory element* whilst they implement ‘green’ within a company. Instead of attempting to reject the dilemmas produced by green implementation, Lüscher and Lewis (2008) presented the idea that managers recognise that there have not yet been any other options to completely reject all paradoxical elements out of the sustainability goal (which includes ‘green’, ‘society’ and ‘economy’ aspects). Nevertheless, and unfortunately, whilst adopting paradoxical thinking (the ‘sensemaking’ concept) and ‘contextualising’ for a workable ‘green solution’, some employees

have often been left on their own without much support from the company. Xiao *et al.* (2019) interpreted this unfortunate circumstance as ‘an instance of suppression’ (p.11).

Interestingly, the theory of “Reconciling Green at work” indicates that internal stakeholders who *have to* or *want to* implement green strategies for their company often face more or less difficulty in the notion of “Complying with green” in their workplace. This leads them to go through the stages of “Reconciling green” to allow them to implement green and, in the meantime, they are able to concentrate on other non-green work goals.

6.2.3 The model of multi-dimensional attitudes towards *change* in an organisation

According to Oreg and Katz-Gerro (2006), there are multi-dimensional attitudes towards *change* in an organisation, which are comprised of *affective*, *cognitive* and *behavioural* components. While the *affective* reflects how internal stakeholders *feel* about the change—such as angry, worried or upset—the *cognitive* reflects how they *think* or *reason* about it; such as is it necessary? Or might it have a negative outcome? Lastly, the *behaviour* component refers to *actions* or *intentions* and how an internal stakeholder acts in response to *change*. With respect to this multi-dimensional attitude component, one can examine internal stakeholders’ responses towards *change* by investigating their *affective perception* (feeling), *cognitive perception* (thinking) and also *observable reactions* (behaviour). Oreg and Katz-Gerro (2006) allow researchers the scope to be aware that there is a link between internal stakeholders’ *perceptions* and *behaviour* in responses to the process of *green change* in companies. In addition, different perceptions of organisational support have significant impacts on employee willingness to endorse or to practice green initiatives (Ramus, 2001). This phenomenon has been explained by Huczynski and Buchanan (2013), by way of the claim that the actions of internal stakeholders in organisations are influenced by the way they perceive the world around

them and their level of understanding depends on different perceptions toward those events, persons, or things.

The theory of “Reconciling Green at work” has demonstrated that a model of multi-dimensional attitudes towards change, advocated by Oreg and Katz-Gerro (2006), can be applied in green research, but it allows a researcher to understand the internal workforce’s responses only to a limited extent. I argue that examining internal stakeholders’ perceptions and focusing upon investigating their explicit reactions to the company’s green strategies do not adequately evaluate how these responses influence, or are influenced by, other factors in the context of the overall organisational environment. The theory of “Reconciling Green at work” represents a multi-level integrated ‘green’ mechanism, which acts as a feedback loop. This means that the consequences of people’s perceptions (thinking, feeling) and explicit green responses transmit “green energy” to the company’s overall “green ambience”, which then loop back to influence how individuals perceive (think or feel) about their firm’s green strategies.

6.2.4 Internal stakeholders’ responses to a firm’s green strategies in literature

In terms of the responses of internal stakeholders that have been shown in literature, internal stakeholders can support a company’s efforts to achieve its green goals in a number of ways. For example, Klassen and Mclaughlin (1993) showed that employees could support green strategies by identifying opportunities or processes for green improvement, e.g., disclosing environmental problems at their source. Alternatively, the provision of collaboration by way of sharing information has become a key component that has been utilised in order to achieve a firms’ green goals (Aragón-Correa *et al.*, 2013). Researchers have also found that perceived support and green leadership from supervisors are both significantly associated with internal stakeholders who want to try green initiatives (Ramus, 2001). In other words, if the supervisors employ a more ‘green-leadership’ style while realising the importance of the

compliance of their employees, these internal workforces would in theory be more proactive in support of their firm's overall involvement in protecting the natural environment in several ways, e.g., reducing pollution in their workplace, efficient resource usage, or supporting the development of a green culture. However, green management objectives appear to limit these important actions to only division managers and executives, rather than more broadly including other lower-level internal employees (Renwick *et al.*, 2013). Consequently, sometimes employees might try to get top management to pay attention to them by making explicit their more negative responses (Piderit, 2000). Hence, Renwick *et al.* (2013) recommended that since broad internal stakeholder involvement is the key for successful implementation of green strategies, companies should be concerned about motivating all of their internal stakeholders to *buy in* to the firms' green efforts.

Additionally, internal stakeholders' responses are not simply binary in terms of acceptance or resistance. Senge (1990) argued that responses in organisations vary along a broad continuum; from *commitment* to *compliance*. For example, one might not believe in the green partnership strategy but respond to managerial dictates by doing enough of what is asked and no more ('formal compliance' response), while another employee does not do what is asked and may work outside the formulated framework ('non-compliance' response). Moreover, the responses in the forms of 'commitment', 'enrolment' and 'genuine compliance' are all similar and very difficult to distinguish (Senge, 1990). These employees who support a firm's policies, will take the initiative and become proactive, but only the truly committed employees will not limit themselves to within 'the rule(s) of game'. Furthermore, Watson (1982) claimed that responses to a change of programme for a company usually manifest themselves in an initial form of 'reluctance'.

Based upon an analysis of the different forms of responses to change, Table 6.1 below, shows a more detailed explanation of each typology found in *prior* green and organisational

behaviour (OB) literature, by dividing the types of response to organisational change into the employees' perception and their behaviours.

Table 6.1 shows types of employees' responses to a firm's *change* policies in extant literature.

Forms of response	Perception to change	Behaviour
'Commitment'	I actively support the firm's policies.	I will make it happen, no matter whether or not it might be out of my assigned framework or direct responsibility.
'Enrolment'	I enrol upon the firm's policies and I will support what the firm asks me to do.	I act proactively within the given framework.
'Genuine compliance'	I accept the benefits of the firm's policies.	I act proactively only within my assigned responsibilities.
'Formal compliance'	I can recognise the benefits of the firm's proposal.	I am not opposed to the firm, but I work only when the firm asks me to do and I will stick only to the formulaic-given frameworks.
'Grudging compliance'	I do not accept the benefits of what the firm proposes.	I work only within the letter of the framework. I will not show my opposition, but I hope to see the failure of the firm's policies.
'Non-compliance'	I do not accept the benefits of the proposal and I will demonstrate explicit opposition.	I do not do what the firm asks me to do and I actively work outside the given framework.
'Apathy'	I neither support nor oppose the firm.	I do not care about the framework and I work purely for a set number of hours.
'Sabotage'	I do not want the firm's proposal to be successfully implemented.	I work against the framework.
'Reluctance'	I am not sure about the benefits nor the disadvantages of the firm's proposal.	I am reluctant to go along with the firm's policies.

Source: adapted by the author from the reviewing of literature regarding to responses to organisational change — Seng (1990) and Watson (1982)

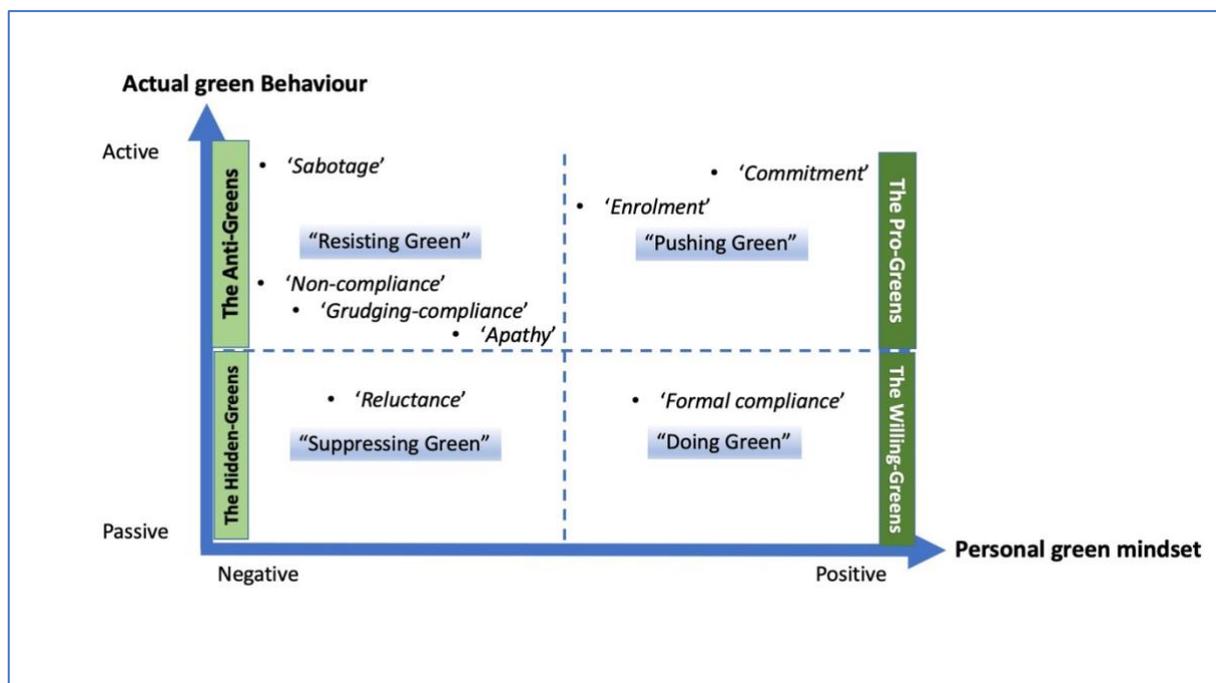
The internal stakeholders' responses to 'organisational change' shown above, from the view of this study, can be conceptualised as explicit and implicit responses in the green context. Explicit reactions can be demonstrated by the observable behaviour aspect, while implicit reactions can be compared to employees' perceptions toward a firm's strategies of *change*.

According to the theory "Reconciling Green at work", internal stakeholders who are "Pro-Greens", are looking forward to seeing 'green change'. Their attitude towards 'green matters' within the company is to "push green" strategies forward as far and wide as possible. Particularly "Pro-Greens by conviction" who have a highly passionate attitude toward green, they usually challenge themselves or the company to find ways to create a real impact on the world's natural environment. Figure 6.1 compares the possible forms of responses to *change*, proposed by the prior OB literature, such as Seng 1990 or Watson 1992, it has been outlined that "Pro-Greens by conviction" react towards 'green change' in the form of 'commitment' and 'enrolment'. By contrast, "Pro-Greens by appearance", for instance, a manager who is employed to oversee green strategy within a firm, may see his/her employment as purely a job with a correspondingly low linkage to their personal green attitude and mindset. These "Pro-Greens by appearance", however, can be comparatively good at demonstrating 'genuine compliance', meaning that they accept the benefits of the firm's green strategies and since green is part of their job description they will behave in a proactively green way within the given green framework.

Comparatively, "Willing Greens" react adequately to the 'formal compliance' type of responses to change. "Willing Greens" do not oppose the green strategies/policies, but they will only perform green tasks when the firm asks. Meanwhile, 'Grudging compliance', 'Non-compliance', 'Apathy' and 'Sabotage' are possible responses of the "Anti-Greens", according to the "Reconciling Green at work" theory. The attitude towards green tasks of the "Anti-Greens" are comparatively negative, so that they can react in the various forms of 'Apathy'

(ignore green work); ‘Non-compliance’ (demonstrate explicit opposition to the green strategy); or ‘Sabotage’ (actively work against the green assignment). Lastly, the ‘Reluctance’ form of reaction to *change*, which can be compared to the “suppressing green” behaviour of the “Hidden Greens” because they are reluctant to carry out work perceived as being green.

Figure 6.1 categorises and compares forms of responses to organisational *change* from existing literature as behaviours of different types of “green receivers”, proposed by “Reconciling green at work” theory.

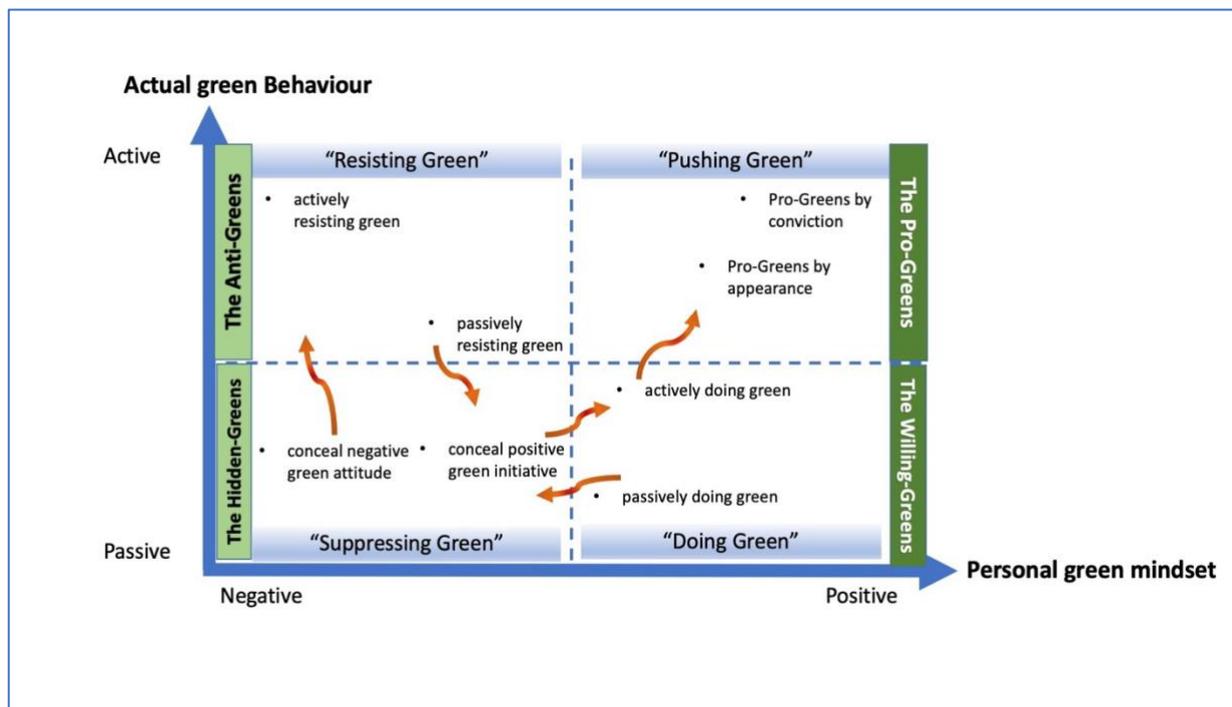


Source: Author

Whilst the literature identifies certain, relatively isolated, responses, I argue that the theory, “Reconciling Green at work” goes further by providing a dynamic explanation of the patterns of behaviour of different types of internal stakeholders. Figure 6.2 illustrates this point by showing that each of these OB responses to *change* can be understood as belonging to a pattern of behaviours exhibited by different types of “Green Receivers” as they engage in “Handling Green”. For example, “doing green” behaviour may change into “pushing green”

behaviour as a result of an increasingly green mindset potentially caused by an individual actively doing green behaviour for an extended period of time. However, the converse is also possible—in that passively “doing green” behaviour could possibly change to “suppressing green” or “resisting green” as a result of changing in green mindset or the perceived company’s level of greenness. Alternatively, if there is a sudden extrinsic change in an employee’s work situation, this could potentially cause a change of behaviour from “suppressing *positive* green” into “doing green”; or inversely, “suppressing *negative* green” behaviour, such as suppressing *green confusion*, can transform into “resisting green”.

Figure 6.2 outlines the possible dynamic movement between types of “green receivers” with regards to the “Reconciling Green at work” theory.

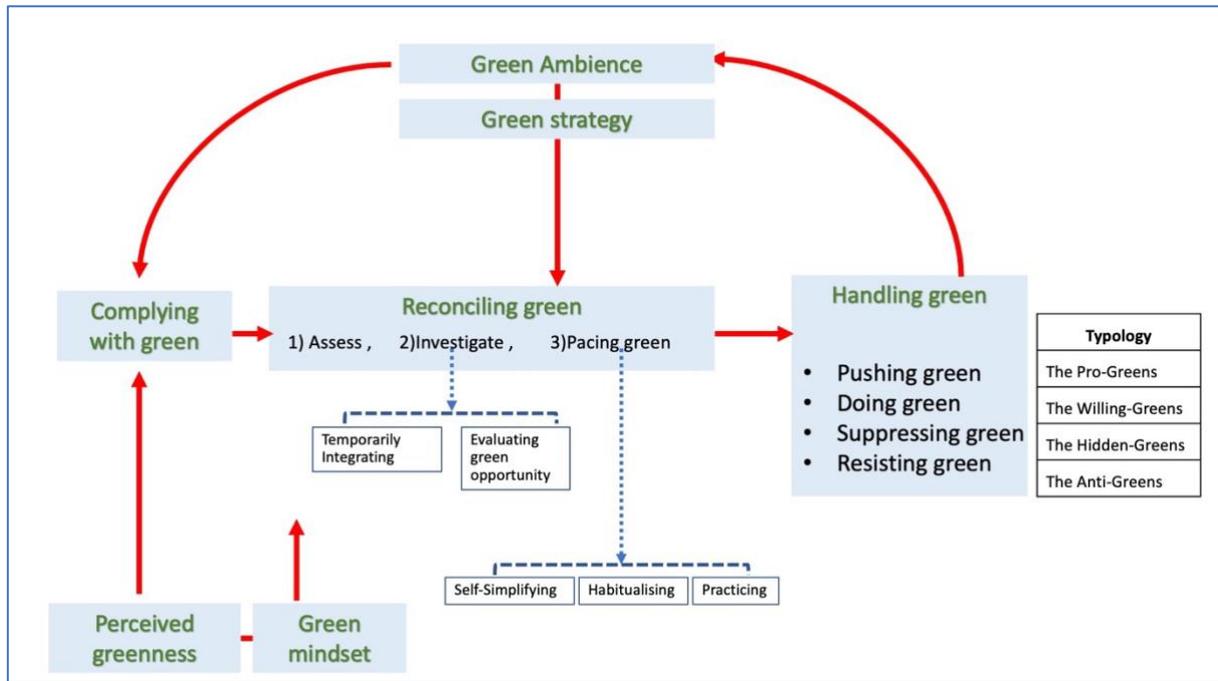


Source: Author

Moreover, it should be noted that according to the “Reconciling Green at work” theory, the initial stages of “investigating green” are short-term, whereas actual transformation of the

type of “Handling green” behaviour is more likely to occur in the longer term. When emergently applying the theory “Reconciling Green at work” in categorising which type of “Green receiver” an individual might fit, and their prevailing stage of either “assessing green”, “investigating” or “pacing green”, it is necessary to compare both the psychological process of the individuals as well as their behaviour. For instance, a member of staff may switch between separating their rubbish for recycling and not making time to separate their rubbish for recycling depending on how busy they are on a particular day. In this case means that this employee is still in the stage of “investigating green”, rather than “Handling green”. However, if this employee makes a determined effort, regardless of how busy they are, to separate rubbish for recycling in their workplace, then this means that he is now deciding to “*practice green*” which is a pace in the stage of “pacing green”. Once an employee constantly carries out this recycling action based upon their level of determination within the “pacing green” stage, then this particular employee can be thought of as a “Willing Green” who is performing a “doing green” behavioural type. Figure 6.3 below shows typologies that classify types of “green receivers” in relation to their “Handling green” behaviour.

Figure 6.3 Typologies classifying types of “green receivers” in relation to their “Handling green” behaviour.



Source: Author

6.2.5 Theory of Planned Behaviour

The theory of planned behaviour (TPB) was originally generated in the field of psychology by Ajzen, 1991. However, it has been widely utilised by scholars in business management and organisational behaviour. With regards to understanding and predicting the green behaviour of an individual within a firm, there is some evidence that TPB has been successful in predicting a range of pro-environmental intentions and behaviours of employees (Greaves *et al.*, 2013; Blok *et al.*, 2015; Wesselink *et al.*, 2017).

The theory is based on the assumption that people will make balanced choices once they have considered both the expected *individual* and *social* factors (Ruepert *et al.*, 2015). For example, an employee who considers whether or not to use less paper in the workplace will think of how this will make them feel personally (individual factor), and also how others in the workplace will view them based upon this action (social factor). Additionally, TPB assumes

that an individual's actions will result from the extent to which they are willing to put in effort, in order to conduct a behaviour type. In other words, if an employee feels strongly regarding saving electricity, they will have an increased intention to turn off the light each time they leave their office. This intention is based on three possible factors: 'attitudes', 'subjective norms', and 'perceived behavioural control' (Ajzen, 1991).

In terms of 'attitudes of individuals' towards certain green behaviours, this represents whether or not a person will choose to act positively or negatively with regards to 'green' in their workplace. For instance, if an employee is passionate about protecting the environment (attitude factor), they will make more effort to save energy within their workplace. Meanwhile, 'Subjective norms' refers to an evaluation of the social costs and benefits of how others in society would perceive the importance of, or show approval/disapproval, of a targeted behaviour. In other words, people can be motivated to 'act green' at least in part, depending on the expectation of society around them. Lastly, 'perceived behavioural control' signifies how a person assesses his/her ability to perform the targeted behaviour. For example, a green manager who has rejected the idea of buying an electric car, after considering its purchase price, which is much higher than the diesel equivalent. This means that this manager has a low level of 'perceived behavioural control'.

Some studies have extended TPB by researching other possible antecedent factors that could influence the aforementioned three constructs within TPB. For example, Greaves *et al.* (2013) concluded that TPB can predict some types of 'green intention' when considering the *belief* factor as an antecedent of TPB. For instance, if an employee *tends not to* switch off the computer at lunchtime ('intention' to act green) because he/she believes that leaving a computer in sleep mode could save energy. This belief factor is combined with the perceived time-consumed when switching on an older model of computer, which takes longer to switch on ('perceived behavioural control'). Furthermore, McDonald (2014) has synthesised

organisational green literature by using TPB as the framework to develop a new model of antecedents to green behaviour at the workplace. She proposed that other factors, such as *demographics, values, general beliefs, self-identify and perceived management support*, are all possible antecedents of ‘green behaviour’ at the workplace.

Nevertheless, most of these prior studies that examined and explored “organisational green behaviour” have emphasised that using TPB and possible antecedent factors can only *predict the intention* but not fully prove the actual green behaviour. To support this, Wesselink *et al.*, (2017); and Greaves *et al.* (2013) state that there is a loose connection between these possible antecedent factors and the three constructs within TPB (‘attitude’, ‘social norms’ and ‘perceived behavioural control’), which influence actual ‘green behaviour’.

With regards to the green behaviour of staff within a company, as reflected by the Theory of Planned Behaviour (TPB), I agree that exploring this subject through the lens of TPB could augment our understanding to a higher level, while allowing us to predict green intention and behaviour at the workplace to some extent. Furthermore, using TPB from the psychological research domain is in line with the emergent theory of this doctoral research, which suggests that management and OB scholars need to place higher importance upon applying theories in psychology in order to leverage the current comprehension about ‘employees green behaviour’ (EGB).

However, there are some limitations in utilising TPB to investigate EGB. Firstly, TPB does not allow researchers and practitioners to properly understand the entire system of “organisational green behaviour”, which includes the relevant conditions, context, causes, consequences, covariances, and contingencies. The theory “Reconciling Green at work” suggests that a manager should recognise the whole green mechanism within an organisation, which consists of a.) the company level (macro-level), b.) individual-level (micro-level), and c.) cognitive person-centric level.

Secondly, I argue that by using TPB to investigate green behaviour within the workplace, there are still several missing links between an individuals' attitudes, their intentions, and their actual green behaviour. For example, it is not necessarily always the case that a positive green attitude as exhibited by an employee (*high* attitude factor); who is also surrounded by green-passionate colleagues (*high* social factor); and has a chance to act in a green manner at work (*high* perceived behavioural control factor) will be *likely to* perform positively green actions for their company. From the perspective of the "Reconciling Green at work" theory, an employee who cares about green agendas and works in a very *deep shade of green company*, may still decide not to carry out green actions at work if she/he realises that there is a high level of complexity ("*perceived complexity*") involved in her/his green tasks. For instance, an employee in the research and development department (R&D) (highly 'perceived behavioural control' because of her work role), who has a *positive* green attitude, may choose not to implement the company's green strategy of using less plastic, if she/he feels that this strategy will be difficult for her/his department to implement in order to maintain the company's competitive position in the market alongside their competitors. Hence, the "perceived complexity" of implementing a green task is a crucial missing factor from previous works of literature that have explored the phenomenon of "organisational green behaviour."

Furthermore, previous literature in the organisational green field that has utilised theories in management, or Theory of planned behaviour (TPB) still has not yet uncovered the "Four (3+1) dimensions of a firm's green strategies: "Explicitness", "Readiness", "Accessibility", plus green ambience", suggested by the "Reconciling Green at work" theory. However, a number of prior researchers have widely recommended that some specific factors in an organisation directly influence the motivation to participate in green behaviour at an employee's workplace— such as 'leadership support', 'leadership commitment' and 'exemplary green behaviour by leaders' (Ramus; 2001, McDonald, 2014; Blok *et al.*, 2015;

Wesselink *et al.*, 2017). Moreover, the concept of “Transmitting Green”, of the theory “Reconciling Green at work” has not been discovered by previous ‘green’ academics (and practitioners). It is therefore suggested that the theory generated by this doctoral research has helped urge us to delve deeper into a ‘collective green action’ that directly impacts the overall “green ambience:, which possible develop to be ‘green culture’ of an organisation.

Section 6.3 below extends the core categories of *cause-process-consequences* within the theory “Reconciling Green at work”, which are “Complying with green”, “Reconciling green”, “Handling green”, and “Transmitting green”, by mainly integrating them with extant theories in psychology. Examples of these psychological theories are ‘Norm activation theory’ (Schwartz, 1977; Schwartz & Howard, 1981), ‘Value theories’ (Schwartz, 1992), ‘Goal framing’ (Lindenberg & Steg, 2007) and ‘Attitudinal theories’ (Ajzen & Fishbein, 1997). As a consequence of this development, a comprehensive explanation of the mechanisms of “organisational green behaviour” will be presented. The benefit of this is that one can know *in what ways* making an intervention can possibly work, to influence a *behavioural green change* of individuals—the result of which is to drive an organisation towards a *deeper shade of green*.

With regards to “Reconciling Green at work” theory, I will begin to introduce the concept of “activating green” in the next chapter, which refers to the *trigger points* within the theoretical model of this doctoral research, whereby a manager can help both individuals and their organisation to activate greener behaviour. Hence, the next chapter—the discussion, will mainly explain *where, when* and *how* to make these interventions in “organisational green behaviour”, so that scholars and practitioners alike can design or implement ‘green’ strategies within a firm that will help to create a more positive impact with regards to both the firm and the individuals’ green behaviour; and ultimately, the world’s natural environment.

6.3 The Integration of existing theories into the theory of “Reconciling Green at work”

This section mainly integrates theories derived from psychology into the theory of “Reconciling Green at work”, leading to a better understanding of internal stakeholders’ psychological responses to the company’s green strategies. The theories taken from the psychology field also sharpen the concept of “Transmitting green”, which can be considered as relating to the development of the concept of ‘green culture’ within the previous ‘organisational green’ literature.

6.3.1 Relating “Complying with green” with ‘Theory of Planned Behaviour-TPB’ and ‘Norm Activation Theory-NAT’

According to the theory “Reconciling Green at work”, “Complying with green” is the main concern of the internal stakeholders, “green receivers”, who *have to/want to* implement green for their organisations. Their motives can vary from fulfilling their personal green passion, desiring to see the company being ‘greener’, to wishing to see the greater impact on the world’s ecosystem made collectively with other individuals within their firm. All of these “green receivers” will be working within ‘green strategies’, ‘policies’, ‘green regulations’, and ‘green culture’ that are already in place within their firm: all need to comply with ‘green’ to some extent. Some of the “green receivers” who receive green assignments directly from the managerial level of the firm may have to comply with ‘green’ to a greater extent than those who are not directly assigned to be involved in the green team. However, interestingly, the “green receivers” who do not have ‘green’ in their work descriptions could fall into the situation of having to comply with green by the ‘subjective norms’ element within the ‘theory of planned behaviour-TPB’ (Ajzen, 1991). In that sense, a green receiver’s “personal green attitude” is affected by the ‘subjective norms’ of collective individuals at the workplace, so that according

to the ‘Norm Activation Theory–NAT’ (Schwartz, 1997), this could trigger the ‘awareness of (negative) consequence of not “Complying with green”’. For this reason, someone who is not asked to implement ‘green’ may still comply with the “dynamic green ambience” of their company.

Bamberg *et al.* (2007) has extended the notion of a person’s ‘cognitive’ aspect (how they think) to focusing on the ‘affective’ aspect (how they feel). These researchers elaborate that the ‘feeling of guilt’ could be led by the ‘awareness of negative consequences’. For example, an employee who works in a high “green dynamic ambience” organisation, where most of the individuals are actively implementing green (“doing green”), as well as passing on ‘green instructions’ (“pushing green”) to other individuals, may evaluate the cost of not acting on ‘green’ and may feel guilty if he/she did not *go with the flow*. However, the degree of guilt felt will depend upon each person’s stage of “green mindset”, comprising of their personal “green attitude”, “green awareness” and “green knowledge”.

6.3.2 Relating three stages within the process of “Reconciling green”; “assessing”, “investigating”, and “pacing green” with paradoxical concepts.

The wider literature accepts that there are always ‘dilemmas’, ‘paradoxes’, ‘difficulties’, ‘contradictions’ or ‘tensions’ when implementing green for an organisation (Wannag and Gold, 2020; Ivory & Brooks, 2015; Xiao *et al.*, 2019; Bodin *et al.*, 2020; Dahlmann *et al.*, 2017; Muradian *et al.*, 2009). ‘Going green’ is challenging and the theory “Reconciling Green at work” explains that achieving green is contingent upon establishing an explicit, ready and accessible framework which enables the transmission of green such that green becomes the dominant company’s green ambience and the predominant behaviour. In those organisations where top management have not appreciated this need, the process of going green will be compromised. For instance, senior management may assume that junior staff will follow green

policies despite not having been provided with the necessary green training or green budget allocation. In order to comply with green, individuals within a company will attempt to reconcile green goals with other non-green goals of the organisation in the hope that this will help them to process the green challenges to some extent. In trying to compromise or escape the challenges of green compliance, an employee will be “assessing green” as the initial stage of the “Reconciling green” process.

6.3.3 Relating “assessing green” (“revising/reflecting”, “prioritising”, “scoping green”) with ‘Goal framing theory’, ‘Value theory’, and ‘Employee Green Behaviour–EGB’

In order to make an assessment of green opportunities within the workplace, an individual firstly engages in “*revising and reflecting*” (a property of the concept of “assessing green”) as to the value of ‘green’ from their personal perspective. They recognise and interpret ‘green’ based upon their “reality”, “experience”, “knowledge”, and “value-holding”. ‘Goal-framing theory’ (Lindenberg & Steg, 2007), states that different goals frame the different ways that individuals process and act upon green information. Lindenberg and Steg (2007) differentiate between those people who: (i) seek to guard or improve their own resources, i.e. who focus on a ‘gain goal’ and : (ii) those who seek to guard or improve their own happiness and satisfaction, who focus on a ‘hedonic goal’. For example, an employee who works very hard in order to gain a salary increase or annual bonus is an example of someone having a ‘gain goal’. Whereas hedonic goals are strongly linked with the feelings of an individual, such as *comfort, convenience, or joyfulness*. An individual who focuses on a ‘normative goal’ will consider more about *what is right* and *what is wrong* when living in a society (Lindenberg & Steg, 2007). A ‘normative goal’ will drive an employee to be concerned more about ‘green norms’ within their own standards as well as in relation to other people’s expectations (Ruepert *et al.*, 2015).

When “assessing green” stage, a green receiver will *prioritise*, attempting to order the importance of each work task based upon their perceived different levels of value. “Reconciling Green at Work theory” suggests that there are three kinds of a person’s values, which are “green value”, “personal value” and “productivity value”. Similarly, Ruepert *et al.* (2015) advocate that there are four kinds of values related to employees’ green behaviour. The first type of value, ‘**hedonic value**’, is similar to the ‘**hedonic goal**’ of the ‘Goal-Framing theory’ and implies that those with hedonic values will be sensitive to losing their sense of pleasure. The remaining three types of values, ‘egoistic’, ‘altruistic’ and ‘biospheric’ values, can also relate to “*prioritising*” within the “assessing green” stage. ‘**Egoistic value**’ can be referred to as the value that is involved with costs and benefits of each overall task within the workplace. Conversely, ‘**altruistic**’ and ‘**biospheric**’ values relate to the ‘sustainable business’ concept, comprising three areas: 1) society’s welfare, 2) business profits and 3) health of the world’s ecosystem. An individual who prioritises ‘altruistic value’ tasks, will link work to the welfare of wider society, whilst those prioritising ‘biospheric values’ (“green values”), will prioritise work that highly contributes a positive impact to the natural environment of the Earth.

The last sub-process within the stage of “assessing green” is that an employee makes a decision to scope the boundary of green tasks (“*scoping green*”). The theory “Reconciling Green at work” explains that a person either decides to scope their green task within the agreed job description (“*assigned scope*”), or volunteers to do green works that are beyond their assigned job description (“*self-scope*”). This process can be elaborated by Dilchert (2021), as per his definition of Employee Green behaviour–EGB, which refers to any behaviour that can be measured which adds to or deducts from a green goal, in the context of work. The concept of EGB differentiates between ‘Required EGB’ and ‘Voluntary EGB’. Norton *et al.* (2014) has demonstrated that required EGB can be compared to task performance standards, which specify the behaviour that is expected of staff by their employers, and which makes an impact– either

directly or indirectly— to the core business. Meanwhile, Norton *et al.*, (2014) define ‘Voluntary EGB’ as green behaviour which involves an individual’s personal behaviours and actions related to green, which go above and beyond the standard expectations from the company. Furthermore, according to this group of scholars, there is also ‘Proactive EGB’ which is defined as being behaviour that involves an individual’s green initiatives or actions related to green, which greatly exceeds the expectations of people within a firm.

6.3.4 Relating “investigating green”: (“temporarily integrating”, “evaluating”) with Theory of Planned Behaviour (TPB) and Norm Activating Theory (NAT)

Upon completion of the “assessing green” stage, an internal stakeholder will have an idea of which ‘green value’ to prioritise. They decide to what extent they want to do green work within or beyond their green job descriptions. At this point, an internal stakeholder will move naturally to the second stage of “Reconciling green”, which is the stage of “investigating green” and involves “temporarily integrating” and “evaluating”. In other words, “temporarily integrating” and “evaluating” are the two properties within “investigating green. These “evaluating green” and “temporarily integrating green” are not linear and could be performed by an employee several times, back and forth until the employee becomes more confident of their *handling capacity*— that is the degree to which they feel that can implement green/non-green while maintaining the standard of other work tasks/goals.

When “investigating green”, people start to act in a green/non-green way in their workplace. This means that depending on their perspective and determination, they will try to/not to integrate green tasks/goals with other non-green work tasks/goals. When trying *not to* integrate, an employee may also attempt to investigate ways to avoid green tasks and, in the meantime, avoid any peer pressure to comply, punishment or blame from the managerial level of the company. “Reconciling Green at work” theory recognises this pattern of action as

“temporarily integrating” within the concept of “investigating green”. After trying to act green/non-green for a certain period of time an employee will engage in self-evaluation (*“evaluating green”*).

In terms of the process of *“evaluating green”*, employees will evaluate their temporary actions, such as what they will gain or lose from their action (*investment* versus *gain*), the *visibility of the impact* of acting green or not acting green, and lastly, their *handling capabilities* of consequences of their temporary actions. According to ‘Norm Activation Theory– NAT’, the ‘awareness of consequences’ leads to a person feeling responsible for negative consequences. For example, the head of the production department with a corresponding major role in reducing the impact of the company’s core business on the natural environment may think about what would happen if she chose not to act in a green way. In terms of the theory “Reconciling Green at work”, this employee is *“evaluating green”* and discovered that she has a *high handling capability* because of having a job role to help the company to act green. Therefore, the *visibility of impact* is also *high* when *not* “integrating green” into her other work tasks. In other words, this production manager evaluates that not supporting the company and ignoring integrating the ‘green’ concept into her routine tasks will lead to negative consequences. The ‘Norm Activation Theory– NAT’ (Schwartz 1977; Schwartz & Howard, 1981) explains that these evaluation processes lead to an activation of ‘personal norms’. In this case, if this production manager already has a *positive* “green mindset” to some extent, after undertaking the evaluation of *visibility of impact* and *handling capability*, her personal ‘green norms’ can be activated.

There are similarities between the process of “evaluating green” and the Theory of Planning Behaviour- TPB by Ajzen (1991). TPB states that an ‘intention’ to do something is influenced by a person’s ‘attitudes’, ‘subjective norms’ and ‘perceived behavioural control’. This means that when the employees have already *temporarily integrated green* either

explicitly or implicitly within their workplace, their beliefs as to whether acting green is worth it or not, is based upon the consideration of: 1) *What do they think of the importance of integrating green-tasks with other tasks?* ('attitudes'); 2) *What would other people possibly think of the importance of one performing a green-task?* ('subjective norms'); and 3) *How confident they are that they have the power to control the integration of green-tasks with other non-green tasks at work?* ('perceived behavioural control'). TPB further explains that based upon the three constructs: 'attitudes', 'subjective norms' and 'perceived behavioural control', a person will form an 'intention' to carry out a task, which makes it highly likely that the actual behaviour will occur. The theory of "Reconciling Green at work" extends TPB in proposing that in the context of 'green', an individual also "**paces green**" before performing an observable behaviour in response to a firm's green strategies.

6.3.5 Relating "pacing green" ("*self-simplifying*", "*habitualising*", "*practicing*") with 'Habitual behaviour' theory

The theory "Reconciling Green at work" exposes a wide gap in the 'green' literature, relating to the 'habit' component when examining the responses of internal stakeholders to their firm's green strategies. Orbell and Verplanken (2015) advocate that 'habit' consists of three elements, which are *a) the repetition of behaviour, b) a high degree of behavioural automaticity, and c) a strong cognitive association between context and behaviour*. An employee may report their green behaviour as being their 'habit' because their behaviours do not require much thought to perform.

The 'Theory of Planned Behaviour–TPB' and environmental behaviour literature maintain that 'employee green behaviour–EGB' can be predicted by examining 'attitudes', 'subjective norms', 'perceived behavioural control', and 'intention' (e.g., Armitage & Conner, 2001; Tonglet *et al.*, 2004; Bamberg & Möser, 2007). In addition, Verplanken *et al.*, (1998)

demonstrated that ‘intention’ can predict the behaviour only when ‘habit’ is weak. In other words, when ‘habit’ is strong, there is no ‘intention’ that can be used as a steppingstone to predict behaviour.

Interestingly, the theory “Reconciling Green at work” has indicated that after “assessing green” and “investigating green” individuals will also “pace green” before performing their actual behaviours in response to a company’s green strategies. “Pacing green” consists of three types of personal choice: 1) “*simplifying*”, 2) “*practising*”, and 3) “*habitualising*”. These three choices reflect the outcome of the “Reconciling green” process, and determining whether a person has the “propensity” to perform “*non-green*”, “*ambivalent*”, or “*deep-green*” behaviours as they respond to the firm’s green strategies.

“Pacing green” refers to each person’s attempt to find *a comfortable rhythm and approach* for doing green work within an organisation. An employee can choose to “*simplify green*” jobs, which usually reflects propensity to engage in “non-green” behaviours. Other individuals may attempt to “*practice green*”, which can involve repeated behaviours of implementing, hiding, or complaining about green tasks in the workplace. Lastly and interestingly, “*habitualising green*” is when an individual performs ‘green’ at work automatically. Orbell and Verplanken (2014) clarify that ‘habit’ does not depend solely on the frequency of repeated behaviour, but also includes the notion of a psychological construct involving the aspect of ‘automaticity’.

“Imagine yourself in a completely new environment. You would probably feel a desperate need for habits and routines. Life is awkward and difficult without them. In the absence of habits, choices and behaviour require awareness, thinking and a controlled mode of processing, neither of which are things that we can maintain for a

long time. Only after repetition of behaviours that prove satisfactory do new habits evolve, and life feels normal again” (Orbell& Verplanken, 2006, p.639).

Furthermore, these two researchers in psychology advise that:

“...it is not repetition per se that matters. What really matters is the smoothness and fluency of behaviour; that is, the fact that we do not need to think about what we are doing, and can do things in parallel” (Orbell& Verplanken, 2006, p.639).

According to Orbell and Verplanken (2006), the concept of a person who seeks to develop their habits is in line with the “*habitualising*” behaviours of the “*pacing green*” stage of the “*Reconciling green*” process. Consider, employees who want to reserve as much energy as they can in order to face their daily challenges and concentrate on their routine jobs. These employees undertake the process of “*Reconciling green*” which is a set of actions that could, for example, allow them to engage in a new opportunity to do green, or a new ‘employee green behaviour’ scheme, whilst still being able to maintain the efficiency of their day-to-day jobs. The ability of incorporating green jobs as part of their work-habit is the ideal for some “*green receivers*”, meaning that they can do their green jobs automatically, and therefore are freed from the burden of “*investigating green*”. In other words, it is with “*perceived simplicity*” that they can automatically implement ‘green’ within an organisation.

Internal stakeholders who receive less support on this matter from their company may seek to “*habitualise green*” by keeping “*practicing green*” in their workplace. Some companies may invest in green facilities and infrastructures that allow their employees to perform ‘green’

automatically, such as investing in energy-saving light bulbs, plumbing facilities that restrict the amount of water used when flushing the toilet, or providing electric car charge stations for employees to charge their cars. This group of employees will perceive ease in implementing green for their company and the world's natural environment, whilst having more time and energy to assert their other job tasks.

Employees who perform "simplifying green" by choosing to follow only the less complicated green instructions of the company, so as to practice green more fluently, and those who "habitualise green" in order to do green without much effort, seek to make 'green' easier for them within their workplace.

6.3.6 Integrating "Handling Green" ("suppressing green", "ignoring/resisting green", "complaining green", "pushing green", "doing green", "hiding green") with the concept of 'employee's responses to a firm's change policies in Organisational Behaviour-OB literature

Whereas "Reconciling green" involves a deal of reasoning, "Handling green" behaviour tends to involve more observable green behaviour and these observable behaviours that are used to categorise internal stakeholders as types of "green receivers".

There are four types of ("green receivers", which are associated with four styles of green mannerisms: The Pro-Greens "push green"; The Willing-Greens "do green"; The Hidden-Greens "suppress green"; and The Anti-Greens "resist green". Table 6.2 below further explains the notion of implicit and explicit responses of these four types of internal stakeholders, according to the "Reconciling Green at work" theory, by integrating them with prior OB literature in the area of employee's responses to a firm's *change* policies.

Table 6.2 The implicit and explicit responses of the four types of “green receivers” *integrated* with organisational behaviour (OB) literature.

Form of responses to <i>change</i> from OB literature	Types of green receivers within the theory of Reconciling Green at Work	Implicit responses		Explicit responses
		“Complying with green”	“Reconciling Green”	“Handling green”
Enrolment Genuine compliance Formal compliance	The Pro-Greens by convictions	I would rather ‘commit’ or ‘enrol’ to support the firm’s green strategies, policies and other activities related to ‘green’ matters.	I value ‘green’ quite highly. It is surely worth my effort to implement or initiate ‘green’ for my firm. I also want to challenge myself to do greener work and, in the meantime, some of the green work has already become part of my daily jobs.	I will make green happen, no matter whether or not it might be out of my assigned green framework or direct responsibility. I also want to “push green” to other internal or external stakeholders of my firm.
	The Pro-Greens by appearance			Because of my green qualifications and work position, I push green proactively within the given framework assigned by my firm.
Formal compliance	The Willing-Greens	I can recognise the benefits of the firm’s green strategies. Therefore, I act in ‘formal compliance’ with the green strategies or policies of my firm.	I value ‘green’ as moderately to highly important to become part of my routine jobs. Conducting ‘green’ is comparatively worth my effort. I would rather try to make the given green tasks become a part of my routine jobs.	I am not opposed to the firm’s green strategies/policies, however, I “do green” only when my manager asks me to do so and I will stick only to the formulaic-given ‘green’ framework.
Reluctance	The Hidden- Greens	I ‘hesitate’ to comply with my company’s	I am not yet sure about the benefits or the	I am ‘reluctant’ to reveal my sincere thoughts about the green strategies of

Form of responses to <i>change</i> from OB literature	Types of green receivers within the theory of Reconciling Green at Work	Implicit responses		Explicit responses
		“Complying with green”	“Reconciling Green”	“Handling green”
		green strategies/policies.	disadvantages of implementing green strategies for my firm.	my firms. Therefore, I am not yet ready to go along with my firm’s green strategies/policies.
Grudging compliance Non-compliance Apathy Sabotage	The Anti-Greens	I am not green compliant.	<p>I do not accept the benefits of implementing green for my firm. I would rather practice avoiding green work, so that no one will blame me for not doing green.</p> <p>Alternatively, ignoring or complaining about green jobs has already become my habit, so that, I don’t need to feel guilty every time I reject it as being part of my routine jobs.</p>	<p>I would rather work against the company’s green strategies, or not do green in accordance with what the firm asks me to do.</p> <p>I do not care about my firms’ green strategies/policies.</p>

Source: Author

Interestingly, numerous prior studies have concentrated on ‘Pro-Green employees’ (Norton *et al.*, 2014; 2015; Anderson and Bateman, 2000; Unsworth, 2015; Ruepert *et al.*, 2015; Russell & Friedrich, 2015). This is because previous green scholars believe that they are ‘individual green champions’ who can create a vital contribution to the *greener shade* of a firm (Andersson and Bateman, 2000). Furthermore, as well as pro-actively initiating and implementing the company’s green strategies, these Pro-Greens scrutinise any issue related to ‘green’ within/outside the firm (Andersson & Bateman, 2000). They are also able to utilise various “infecting strategies” that can attract attention within the company, especially from key stakeholders who are able to make real change happen (the ‘change agent’). Andersson and Bateman (2000) have demonstrated that this kind of ‘green champion’ internal stakeholders are mostly engaged in identifying green issues, issue framing and presentation, and using rational persuasion techniques to influence others according to the green context. Furthermore, these “Pro-Greens” are keen to make ‘green’ more appealing by either using ‘drama’, ‘emotion’ or ‘metaphors’ when presenting a green issue to others (Andersson and Bateman, 2000). According to “Reconciling Green at work” theory, “Pro-Greens” usually employ several influential “infecting tactics” or “transmitting green” behaviours to “push green” to other individuals, such as encouraging, convincing, engaging, supporting, explaining, showing, demonstrating, consulting or even correcting. Additionally, when framing a green issue to others, “Pro-Greens” will highlight the green aspect of, for example, business opportunities as being urgent, or potentially having a great impact on the local community (Andersson & Bateman, 2000). Most importantly, Andersson and Bateman (2000), Branzei *et al.* (2004), Kennedy *et al.* (2015) have emphasised that several studies are beginning to explore the behaviour of “Pro-Greens” in their workplace as they believe that this type of employee may be able to bridge the gap between the individual level and the green context in organisations. The theory “Reconciling Green at work” supports the assumptions of these scholars by

proposing that “Pro-greens” have both a high capability to “push green” successfully throughout the internal workforce, and also release a high level of “green dynamic” into the overall “green ambience” of a company.

6.3.7 Relating “Transmitting green” and “Green Ambience” with the concepts ‘green climate’ and ‘green culture’ in literature

The theory “Reconciling Green at work” theory proposes that “Transmitting green” is a synergistic link between a firm’s green strategies and its internal stakeholders. It is not a behaviour, but instead is an output of collective green behaviour of individuals, which impact the overall “green ambience”²¹ within a firm. The strategies of a company comprising mostly of “Pro-Greens” and “Willing-Greens” will have its green strategies implemented, with the majority of its “green receivers” transmitting green dynamic energy into the company’s “Green ambience”, so that it contributes to a more green dynamic ambience of a firm. In contrast, a firm comprising mostly of “Hidden-Greens” and “Anti-Greens” will operate in a “green vacuum” with little or no implementation of green strategies and low transmission of a green dynamic, which in turn contributes to a more green vacuumed ambience of an organisation.

The notion of “Green ambience” within the theory “Reconciling green at work” is similar to the ‘green climate’ in the literature because both concepts relate to an unstable green context where it is easier to make interventions targeted by practitioners (Norton *et al.*, 2015). In contrast to the concept of ‘green culture’, it informs a company’s fabric which is harder to change or make interventions. Norton *et al.* (2015) propose that ‘green climate’ can refer to the shared perceptions of individuals towards tangibly green-related elements of a company (e.g., green policy, regulations, and practices). Meanwhile, they mention that ‘green culture’ relates

²¹ Please refer to the full explanation of “Green Ambience” in Chapter 5, section 5.10.2

to the shared green value and basic assumptions learned by individuals within a firm before then passing these on to the newcomers within the firm.

“Green ambience”, however, relates to the prevailing feeling of green energy, which can be passively or actively received by internal stakeholders within an organisation. For example, a new employee can feel green dynamic energy from seeing the number of plants decorated within her workplace’s building, overhearing their colleagues discussing some of the world’s green-related issues, or the senior directors emphasising the company’s green ethos in a staff meeting. Hence, “Green ambience” focuses on feeling in the air perceived by individuals rather than the shared perceptions that can be objectively quantified. As such, the concept of ‘green climate’ is also different to the stable green context of a firm as in the concept of ‘green culture’.

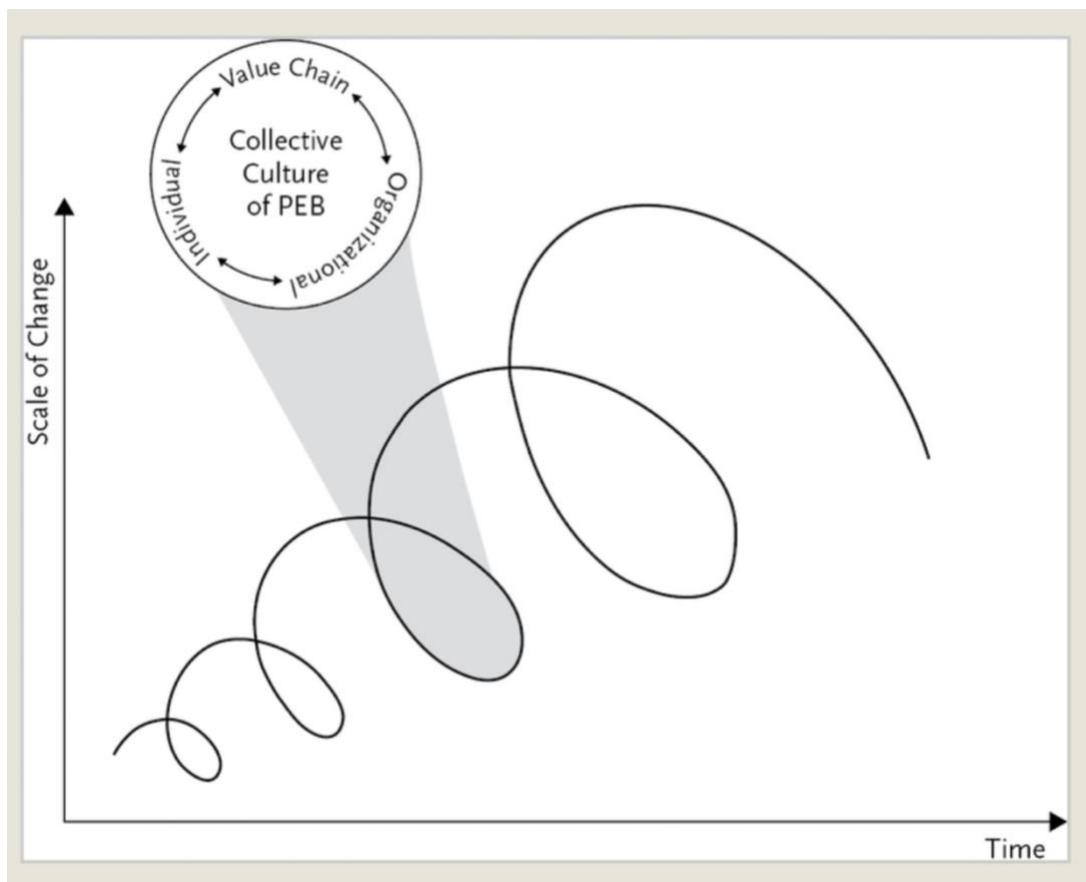
According to the literature, factor(s) contributing to the ‘green climate’ and ‘green culture’ is still disparate and lack coherence (Norton *et al.*, 2015). I discern that “Green ambience” can be seen as a prevalent feeling of ‘green’ before a shared perception is formed and eventually becomes a ‘green culture’. Hence, “Green Ambience” can be the stepping stone to a company’s ‘green climate’ before establishing a company’s ‘green culture’, which is a more stable green context for a company. Therefore, this thesis argues that manipulating the “Green ambience” can somewhat influence the desired outcomes of ‘green climate’ and ‘green culture’.

The theory “Reconciling Green at work” shows that transitioning a company from a green vacuum into a dynamic green ambience will require the development of explicit, ready and accessible of green strategies, requiring such as, strong green leadership (Blok *et al.*, 2015), effective investment in green infrastructure (Kumar and Rodrigues, 2020; Bolilo, 2018), and/or the initiation of appealing green incentives (McDonald, 2014). Clarkson *et al.* (2011) have maintained that many green companies are doubting ‘*does it really pay to be green?*’ because the *right* ‘green resources’ inputted by the firm cannot easily be determined. This thesis argues that once explicit, ready and accessible strategies are in place a company should focus on

promoting “pushing green” and “doing green” behavioural patterns amongst its internal stakeholders until a “green dynamic” is being transmitted adequately so as to be able to establish a “green and dynamic ambience”. Green behaviours, therefore, feed the green ambience and together the green behaviours and green ambience create a green climate and then green culture.

Weick and Quinn (1999), furthermore, reflect that a company’s culture is significant and Kennedy *et al* (2015) notice just one of the two dimensions of an organisation’s culture recognised by the theory “Reconciling Green at work” (green dynamic *versus* green vacuum). Weick and Quinn (1999) suggest that consideration of a company’s culture is critical when planning any ‘change initiative’, whilst Kennedy *et al.* (2015) suggest that ‘green culture’ is a systematic set of behavioural actions of individuals internal to a firm. This group can be recognised as the ‘value chain members’ (high and continuous “green transmitting”), comprising proactive green members. This ‘value chain’ starts from having a lower capability to initiate *green change*. As the length of time increases, the scale of change continues to grow in an extended upward spiral shape toward the top of the organisation (see Figure 6.4 below).

Figure 6.4 shows Kennedy *et al.*, (2015)'s diagram of Pro-Environmental Behaviour (PEB) as a systemic set of actions from a collective of organisational actions across a company.



Source: Kennedy, S., Whiteman, G., Williams, A. (2015). 'Sustainable Innovation at Interface' in Robertson, L.J. and Barling, J., *The Psychology of Green Organizations*, Oxford Scholarship, p. 370

Interestingly, Norton *et al.* (2015) propose an alternate perspective, which is that when a company attempts to promote 'green climate and culture', this could possibly increase the proactive green behaviour amongst its employees. The theory "Reconciling Green at work" proposes relationship of an amplifying causal loop between "pro-green behaviour", "high green transmission", and the "green ambience" of a firm. If we take the previously unrelated terms used by prior green researchers and thread them into the theory "Reconciling Green at work", 'Pro Employee Green Behaviour (Pro-EGB)' feeds into the 'green value chain' which initiates

'green change' on a wider scale and establishes a 'green climate' and 'green culture' within an organisation. At the same time, the 'green climate and culture' loops back to influence a broader range of employees to conduct Pro-EGB.

Comparing and integrating existing literature into the theory of "Reconciling Green at work", has strengthened the theory developed. The theory explains that the main concern of internal stakeholders is to comply with the firm's green strategies/policies, which triggers the core psychological and behavioural processes in resolving/mitigating the main concern. Consequently, observable responses of internal stakeholders to their firm's green strategies/policies, transmit green amongst individuals. The degree of green energy produced and transmitted directly influences the overall green ambience of a company, which in turn has a looping effect on the main concern, the process of resolving the main concern, and the subsequent observable green behaviour of an individual. Thus, the psychological and behavioural mechanisms, including the behavioural cause ("Complying with green"), core behavioural process ("Reconciling green"), subsequential behaviours ("Handling green"), and transmissible green energy ("Transmitting green"), all suggest a strong and influential relationship between a firm's green strategies and its internal stakeholders.

Similarly, to this chapter, the next chapter (chapter 7) continues to utilise the extant theories and concepts from prior literature, however, instead of comparing or integrating the ideas of the extant literature into this grounded theory, these existing theories will be used as supportive data. This will demonstrate that managers can make an intervention into the link of *cause-process-consequences* of individuals in the workplace to encourage a green dynamic ambience. In doing so, the following chapter will therefore discuss the four-remaining theoretical concepts of the theory of "Reconciling Green at work": "Perceived Greenness", "Green Mindset", "Green strategies" and "Green ambience". Manipulating these concepts may

alter the outcome of individuals' green behaviours and also influence a sustainable '*green change*' within an organisation.

6.4 Background literature relating to the theory “Reconciling Green at work”

Organisations that are practising or seeking ways of 'greening their organisations' are recognised by this doctoral thesis as the likely forerunners to benefit from applying the theory “Reconciling Green at work”. In this section, the strategic management literature in the topic of 'greening an organisation' will be highlighted.

6.4.1 Methods of 'greening an organisation'

'Greening an organisation', refers to an organisation's efforts to become a green-oriented company. Previously, researchers have commented that 'greening' is a challenging task, which can entail several stages of difficulty (Russo and Harrison, 2005). Furthermore, one can argue that the phrase 'greening an organisation' seems to be restricted to top management jobs, which are out of the working scope of the lower-tier internal stakeholders. However, according to Cronin *et al.*, (2011), 'greening an organisation' requires the full integration of green initiatives in all aspects of an organisation— succeeding in doing this, a firm can be known as a 'green champion', which is where its green strategies tend to expand beyond the firm's scope to the public perception (Cronin *et al.*, 2011; Peattie, 1995; Fuller, 1999).

At the preliminary stage of greening an organisation, Wasik (1996) suggests that all of the firm's internal citizens, such as the chief executive officer (CEO), managers and employees, play critical roles in a firm's green schemes and therefore providing proper and adequate training to all the workforce as to the essential importance of following a green initiative, is important. As well as change in all business strategies and rewards systems are needed during

the transitional process to becoming a green champion (Govindarajulu and Daily, 2004; Henriques and Sadorsky, 1999).

Greening an organisation as a green champion requires top management level staff, who are green-orientated and who have authorisation to promote green strategies within an organisation (Lloyd and Crane, 2002; Drumwright 1994; Henriques and Sadorsky, 1999). The commitment of top management is vital for greening the organisation (Drumwright, 1994; Leonidou *et al.*, 2013). Firms, however, often face obstacles to the greening process due to the low level of green orientation in their managers (Menguc & Ozanne, 2005). To resolve this problem, Ottman (2011); Fuller (1999); Polonsky and Ottman (1998) suggest that it is imperative that experts educate high-level managers about the benefit of developing a green orientation to the company's culture. Further, Henriques & Sadorsky (1999) maintain that managerial recognition of the various needs of different stakeholders regarding 'green' issues is critical. Circulating information within a company regarding a strong demand from shareholders and customers who are willing to reward green organisations can also lead to a higher buy-in from top managers (Henriques & Sadorsky, 1999).

Cronin *et al.* (2011) state that questions about the real needs and wants of the internal stakeholders rarely appear in management literature and suggest further research to explore this gap in order to facilitate managers successfully transforming their organisations into green champions. The theory "Reconciling Green at work" addresses that gap and is elaborated from the main concern of "green receivers", the internal stakeholders within an organisation. The approaches suggested by this thesis as to how to greening an organisation as a green champion are therefore based upon the real needs, wants and problems of internal stakeholders and has led to the development of a purposeful greening framework for green managers and leaders to utilise as a map to successfully accomplish a green/greener organisation.

6.4.2 The establishment of a 'green culture' through 'greening the organisation'

Russo and Harrison (2005) emphasise that becoming a greener organisation is the effort of 'greening an organisation' strategy. This effort includes the firm's desire to promote its green responsibility with every individual within its organisation. The success of this attempt at 'greening an organisation' can reflect an organisation's corporate culture (Harris and Crane, 2002).

The presence of a green culture is recognised as a mechanism that drives a company to further accomplish its green goals (Russo and Harrison, 2005) e.g., cost-saving goals or pollution prevention goals. Green culture is associated with the possibility of a firm having an environmental capability, which is hard to imitate by competitors (Russo and Fouts, 1997). This type of achievement has been acknowledged as a proactive goal (Buysse and Verbeke, 2003), where a firm can position itself as a 'green champion'.

Establishing a green culture requires the positive contribution of all levels of internal stakeholders within a firm (Peattie and Crane, 2005). Greener organisations need to be able to integrate green awareness into decision-making in all internal stakeholders' tasks by not limiting green responsibility to some departments, such as sustainability or CSR departments (Peattie and Crane, 2005). A firm is unlikely to achieve a deeper shade of green if the majority of internal stakeholders have little impression of the firm's green strategies (Ottman and Books, 1998). Instead, it requires an initial change in the mindset of internal stakeholders and as such, green responsibility should be regarded by everyone within a firm (Peattie and Crane, 2005).

The theory "Reconciling Green at work" offers managers the chance to recognise whether they are managing green strategies in a "green dynamic" or a "green vacuum", the prevailing ambience being generated by the attitudes and behaviours of internal stakeholders as they comply (or not) with the firm's green strategies. A firm's "green ambience" then, both affects and is affected by the cognitive, affective mindsets and perceptions of internal stakeholders

and their consequent observable green behaviours within the workplace. The organisational green process as proposed by this theory provides green managers or green decision-makers with the ability to identify *where, when and how* to “activate green” behaviour of individuals. For instance, a firm’s green strategist may initiate an approach that efficiently provides support along the “reconciling green” and “handling green” processes of “green receivers”. This ability to initiate and support change means that there is the potential for managing green to be accomplished in a way that leads to an increase in the dynamic transmission of green energy amongst individuals, and thus contribute directly to the firm’s green culture.

6.4.3 A Company’s shade of green

According to Winsemius and Gumtram (2002), there can be a thousand shades of green organisations because there is no universal approach to becoming the ‘greenest’ one. These researchers further suggest that it is imperative for green managers to examine their own green circumstances, clearly understand their own green strategies, and write their own green manual.

“As we’ve seen, the needs of stakeholders, both internal and external, vary from one company to the next and from one generation to the next...a thousand shades of green then together colour the company’s path towards sustainability” (Winsemius and Gumtram, 2002, p.222).

With regards to ‘attribute theory’, external stakeholders— such as, regulators, consumers, or investors—develop opinions about the company’s level of greenness from observing/scrutinising their overall green behaviours as an organisation (Leonidou & Skarmeas, 2017). The shade of green perceived is tightly related to the assessment of the green impact that the company has on the world’s climate and ecosystem (de Jong *et al.*, 2020).

The theory “Reconciling Green at work” extends the extant literature in relation to an organisation’s green reputation. First, this theory suggests that the shared perception of a company’s shade of green may be the product of the synergy of the external perceptions towards an organisation’s green behaviour where the potential shades of green perceived range along a continuum from deep green to light green and potentially to a “green void”. For example, a deep green organisation might be one that contributes to reducing carbon emission released into the world’s climate, whereas a firm devoid of green may be leaking oil spills into the seawater. Second, in addition to agreeing with Jong *et al* (2020) that a firm’s green reputation relies heavily on the assessment of the firm’s green impact, this theory directs observers’ attention as to how that impact is created. It proposes that the impact, the company-wide consequence of its green behaviour, is the product of the complex interactions amongst a firm’s green strategies, green ambience, perceived greenness of green receivers and the green behaviours of internal stakeholders.

6.5 Summary

The comparison of the “Reconciling Green at work” theory with existing theories in the literature explains that while the literature relating to strategic green planning and green management has attempted to understand a firm’s green phenomena for decades, the “Reconciling Green at work” theory structures our understanding of this phenomena and explains the complex interactions within a firm that generate the firm’s shade of green.

The integration of the “Reconciling Green at work” theory with the relevant theories in the field of psychology informs the literature with regards to the individual’s behavioural processes deriving from their green concerns. The theory has the potential to open the minds of business scholars and businesspeople to not overly focus on the profit-led paradigm when attempting to create workable solutions in managing ‘organisational green behaviour’. What

makes internal stakeholders perceive less complexity, when implementing green strategies for the organisation by focusing more upon the psychological viewpoints, should be beneficial in raising a green dynamic within a firm. Overall, the comparison and integration of the theory of “Reconciling Green at work” with existing literature contribute to the effort to improve the effectiveness and efficiency of managing a firm’s green behaviour.

The next chapter will demonstrate how to make an intervention to influence an individual’s green behaviour by focusing on manipulating the three important concepts of the “Reconciling Green at work” theory: “Green mindset”, “Perceived greenness”, and “3+1 dimensions” of a company’s green strategies. The understanding of the relationships between these concepts and how they may be used separately and severally is new to the ‘green’ research community. They are recognised by this doctoral thesis as the independent variables that can influence the processes and relationships between individuals and the firm’s green strategies. Contributions to knowledge, recommendations for future research, limitations of this doctoral study and conclusions will be also outlined in the next chapter.

Chapter 7

Discussion

Continuing on from Chapter 6, three vital categories remain to be discussed: “Perceived greenness”; “Green mindset”; and “3+1 dimensions of a company’s green strategies”. The initial sections of this chapter will concentrate on how a company may be able to “activate green” behaviours of internal stakeholders through intervention. **Section 7.2**– will explore *green receivers’ “green mindset”*, **Section 7.3**– will explore *“perceived greenness”* whilst **Section 7.4**– recommends that the managerial level of an organisation focus on its *3+1 dimensions of their green strategies: “explicitness”, “readiness”, “accessibility” and “green ambience”*.

The closing sections of this chapter comprise of: **Section 7.5**– Contribution to knowledge; **Section 7.6**– Applying the theory “Reconciling Green at work”; **Section 7.7**– Recommendation for future research; **Section 7.8**– Limitations of this doctoral research; and lastly **Section 7.9**– Conclusions.

7.1 Introduction

In this thesis an organisation’s green strategies includes any strategy or policy that when implemented impacts on the natural environment. Depending on the organisation, these green strategies might be labelled to as: corporate social responsibility (CSR), sustainability, sustainable development (SD), environmental, zero-emission, net-zero, or green strategies. Irrespective of which term is used by an organisation, when pursuing a green strategy, the organisation can be considered to be seeking to fulfil its obligations without compromising the well-being of the Earth’s natural environment and the wellbeing of the Earth’s current and future inhabitants. Furthermore, measuring the green impact is one of the business’s three

imperative performances: *environmental*, *social* and *economic*, which takes into account a sustainability-based method (Elkington, 1998).

The environmental or green aspect of a firm's performance relates to the organisation's intention to promote prosperity whilst taking responsibility for the world's resources for the current and future generations. This worldview has shifted from the traditional business paradigm that only focused on improving profits (Sitkin, 2019). Under the green paradigm, both businesses and internal stakeholders face paradoxical situations whilst seeking to resolve the tension between business profits and stewarding the world's resources when implementing a firm's green strategies (Wannags and Gold, 2020; Ivory & Brooks, 2015).

The most important *rule of thumb* suggested by academic scholars is that businesses *recognise* and *embrace* the idea that contradictions between seeking profits and taking care of the well-being of the planet's ecosystem cannot be avoided (Gao and Bansal, 2013). Ivory and Brooks (2015) further recommend that it is vital for the managerial level of a firm to truly extend their views beyond the traditional business paradigm that concentrates on a *win-win strategy* and instead shift to using the paradoxical lens to frame new workable strategies. This includes considering beyond the visible contradictions between the aspects of economics and the world's ecosystem, and involves filtering down to any paradoxical stage that occurs between the overall internal workforce and the managerial system of a firm (Ivory & Brooks, 2015).

This thesis extends the suggestion of Ivory and Brooks by recommending that managers should not overlook dilemmas experienced within and amongst individuals. The "Reconciling Green at work" theory has demonstrated that the psychological process of individuals is one of the crucial linkages that leads a company to accomplish a justifiable green strategy that is worth the investment. According to this thesis, a green strategy should be able to fully drive a company towards a *deeper shade of green*. It should be effective both in securing a wide 'buy-

in' from internal stakeholders, and effective in leading a company to achieve its financial performance (e.g., green cost-saving, green benefits). This thesis proposes adopting a green strategy that is able to *activate* the green behaviour of internal stakeholders, encourage them to “push green” strategies forward, and subsequently “transmit” green energy throughout the organisation. This dynamic green energy feeds into the overall green ambience of an organisation, which in turn impacts on the green perceptions and behaviours of individuals.

Davis and Coan (2015), Young *et al.* (2013), and Steg and Vlek (2009) also advocate that the green behaviour of internal stakeholders is **key** to the sustainable green change of an organisation, whilst Norton *et al.* (2014) suggest that the way employees perceive their colleagues' orientation towards 'green' is significant in driving the green mechanics within a firm. Recent research in organisational green topics has demonstrated that whilst psychological factors affect green behaviour, various conditional and contextual elements that constrain or influence the perceptions of employees towards a firm's green strategies are still unknown (Ruepert *et al.*, 2015). Until the theory generated by this doctoral research, there has been a knowledge gap relating to how the conditions and contexts created by a firm's green strategies motivate or demotivate internal stakeholders to activate their green behaviour, and how the company and its internal workforce, interact with each other (Ruepert *et al.*, 2015; Gond *et al.*, 2017).

Norton *et al.* (2015) propose that it is necessary for organisational green research to follow a multilevel perspective and delve into the consequences of employees' green behaviour, whilst Jackson and Seo (2010) call for research that offers an opportunity to solve an urgent real-world problem by developing new theory that enhances our scholarship. Specifically, Jackson and Seo (2010) invite future scholars to work toward improving the efficiency of an organisation while coming up with new theoretical models, which are a better reflection of the complexity of a green organisation. Additionally, these researchers have proposed forming

research questions designed to find green solutions for organisations. For example: (i) How is the level of alignment noticed amongst the many systems within a company that are involved in green management, and how is this explained?; (ii) What are the ways in which a company can review the level of alignment and what are the factors that can be noticed early on that would suggest the strategies/policies are not working in sync?; or (iii) What reasons do employees provide for having *low* motivation and engagement towards a firm's green schemes? (Jackson and Seo, 2010). More importantly, these researchers have stressed that it is important to conceptualise and develop a theory right down to the individual level of analysis. This includes a focus on the mindset and behaviours of everyone across the company, from top-level senior management all the way down to junior staff and contract workers (Gond *et al.*, 2017; Norton *et al.*, 2014; Jackson and Seo, 2010).

The theory of “Reconciling Green at work” responds to these researchers’ calls by providing a theoretical framework within which to organise and extend the literature in the field of ‘organisational green’ in various disciplines, such as HRM, OB, CSR, or SD. For example, this theory clarifies existing multilevel complexities within the organisational green phenomenon and answers Jackson and Seo’s (2010) questions regarding the alignment of a firm’s green strategies and explains potential negative responses of employees. The theory “Reconciling Green at work” does this by proposing that: (i) there are four dimensions of a company’s green strategies that impact on the behaviours of green receivers, (ii) a company reviewing the score of these four dimensions can evaluate whether its green strategies are working in sync or not, and that (iii) “perceived complexity” is one of the key factors that can **demotivate** the majority of employees to act in a green manner. Furthermore, this theory guides practitioners and scholars on where and how to make interventions to bring about positive change in an organisation’s green behaviour overall.

The section below commences with recommendations as to how to “activate green” and relate to an individual’s “green mindset” and “perceived greenness”, and is followed by guidance for managers on how to design and monitor the company’s green strategies that are able to influence the green behaviour of green receivers and the transmission of green within the company.

7.2 Intervening guidance relating to an individual’s “green mindset”

The levels of “*green awareness*”, “*green knowledge*” and “*attitudes*” towards green issues are parts of an individual’s “green mindset”. Renwick *et al.* (2013) maintain that many green companies typically provide green training for their employees in order to deepen each employee’s green mindset and encourage them to act positively green within the workplace. According to the theory of “Reconciling Green at work”, a manager can create activities for employees to raise their levels of green awareness (e.g., perceiving that supporting the company to go green is important) and green knowledge (e.g., understanding the meaning of climate change or carbon footprint) and thus influence a person’s perception towards implementing green within a company (“perceived greenness”).

Having a high level of green awareness and green knowledge, however, does not always equate to a positive green attitude nor contribute to the positive green behaviour of an employee. For example, a product manager understands that the current market is calling for more green attributes attached to the products that a business offers. This manager also has a sound understanding of the issues around the world’s climate change and acknowledges that businesses’ economic-driven activities can cause a high level of CO₂ emissions. Nonetheless, this manager has slowed down the idea of implementing green into the new product designs because he still believes that non-green technologies are more viable in terms of cost-effectiveness and skill-work availabilities. When the manager is asked to describe his attitude

towards green implementation, he frames a metaphor such as *“I’m carrying a bag of rocks, if I walk too fast, I fall”*. Analysing the framing metaphor and applying this theory, we can predict that even though the employee has a fine “green knowledge” and “green awareness”, his actual green behaviour tends to be in the form of “suppressing green”: he procrastinates and does not implement green. Examining the use of framing metaphors can therefore facilitate the prediction of an individual’s green responses, when responses are not in the forms that are easily observed such as “suppressing green”, “ignoring green”, or “resisting green”.

Metaphors relating to ‘green’ expressed by green receivers can therefore be used as a predictive indicator of their overall psychological and behavioural responses to a firm’s green strategies and whether the internal stakeholders are likely to react towards green in a positive or negative way. Consider also the employee who expresses his feelings towards implementing green within a firm as just being *‘a drop in the ocean’*. This person reflects a “lonesome” mindset towards green implementation and his response to the firm’s green strategies is likely to be negative. Compare this person to another employee who believes that her green action could be insignificant but recognises that as she is a part of an endeavour with many other people acting together then green goals could easily be accomplished. This person may express her green action as *‘many hands make light work’*. She uses her metaphor in a synergistic way: her synergistic mindset is likely to influence her to respond to the company’s green strategies in a positive way.

The ability to identify the likely patterns of behaviours of internal stakeholders based in part on their use of metaphors could be a simple and easy way to target interventions. Metaphors may be used in combination with other indicators. For instance, Steg and Nordlund (2012) advocate that an ‘outcome-efficacy evaluation’ described by Norm Activation Theory (NAT) typically has a *positive* correlation between an individual’s green behaviour and the number of other employees within a firm that implementing green. The theory of “Reconciling

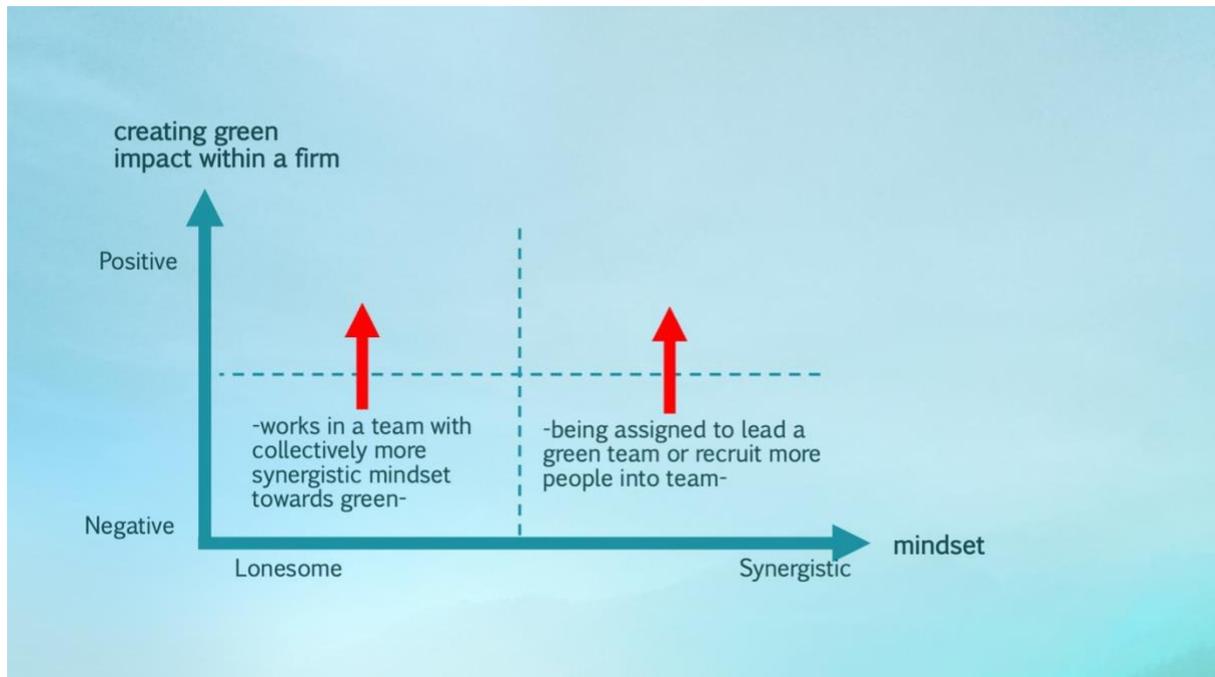
Green at work” explains, however, that although the perceived number of other internal stakeholders who show collaboration in acting green is relevant to an employee’s green evaluation process, working within a company with a prevailing number of colleagues performing positive green behaviour does not necessarily produce uniformly positive green behaviours. One individual with a “lonesome mindset” may seize the opportunity to engage in green behaviours, whilst in contrast, another with an overall “synergistic mindset” may allow others to take up the burden of doing green work.

The individual’s use of metaphor to express their feelings towards green implementation can act as a further enhancement of predictive indicators to employees’ green behaviours. For example, where an individual dismisses green actions as being a *‘drop in the ocean’*, this “lonesome mindset” would usually indicate a negative response to a firm’s green strategy. However, when working in a team with a collectively more positive mindset towards green, an individual with a lonesome mindset might investigate and assess the green opportunities within the firm and especially this team, as being high. In this case, the individual may decide to put in more effort to “practice” green work so that his green actions can be acknowledged by the managerial team. This person can be thought of as having a “lonesome-*positive* mindset”. Another individual working in a team with a prevailing synergistic mindset and who expresses ‘green’ in the metaphor such as *‘too many cooks spoil the broth’*, may form the opinion that he does not need to do anything relating to ‘green’, as he can leave the ‘green work’ in the reliable hands of people who have direct responsibility for it (synergistic-*negative* mindset).

Within a predominantly green workforce, identifying individuals’ uses of metaphor can facilitate an intervening approach involving their green mindsets and perceived number of other colleagues working in the same green team as follows:

- a.) A manager supports an individual with a **lonesome-negative** mindset by reducing the feeling of desolation. For example, assigning this individual to work in a team or collaborate with a collectively synergistic mindset regarding their impact on the world's natural environment. Thus, a person with a lonesome mindset can be encouraged to respond in a more positive way towards a firm's green strategies.
- b.) A manager assigns individuals with the **synergistic-negative** mindset to lead or to recruit more people into the company's green team so that they can be motivated to respond more positively towards a company's green strategies by increasing the perceived importance of their roles. Thus, this kind of individual tends to recognise the significance of their part in contributing to the success of the team (see Figure 7.1).

Figure 7.1 shows possible new positioning of Lonesome-Negative and Synergistic-Negative types of mindset after an intervention.

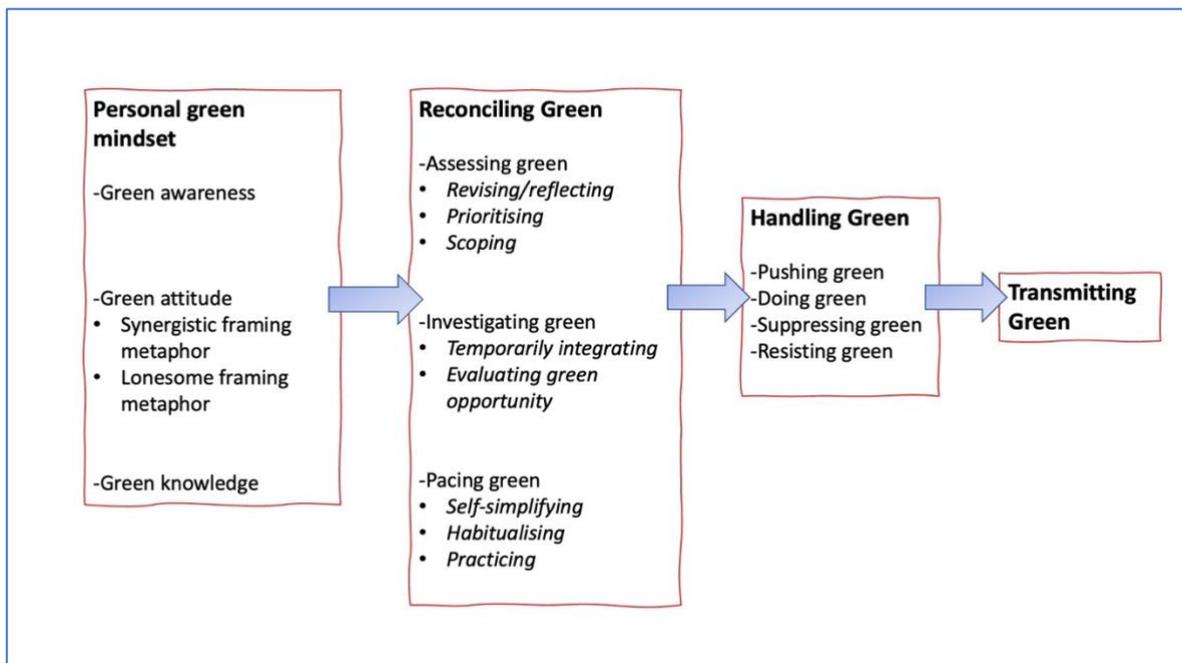


Source: Author

Furthermore, according to the theory “Reconciling Green at work”, an individual’s “Green mindset” will directly affect the way in which he or she will reconcile green. “Reconciling green”, is the core process, by which individuals attempt to mitigate tensions when implementing green at work. The sub-processes comprise “assessing green”, “investigating green”, and “pacing green”. Knowing the framing metaphor of an employee can provide managers with a starting point when planning to support employees to “reconcile green”. For instance, managers could regularly emphasise to their employees the prioritisation of green value as part of the company’s ethos. At the same time the company can also help individuals to practice and habitualise ‘green’, perhaps by investing in green technologies for employees to utilise during the work process or within office spaces, so that green can become part of their work habits. In this way the green behaviours of a person can be activated, leading to positive “handling green” action and the likelihood of “transmitting green” to other colleagues. Figure

7.2 below shows a memo regarding the selective codes: “synergistic framing metaphor” versus “lonesome framing metaphor”. These codes were developed in my mature memos deriving from the open code “metaphor”. After sorting, the relationships between these selective codes with other codes and established concepts emerged. They are types of attitudes relating to the open code: “personal green mindset”, and they impact the established concepts: “Reconciling green”, “Handling green” and “Transmitting green” concepts.

Figure 7.2 “*Synergistic*” versus “*Lonesome*” attitude within the concept of “green mindset”, leading to the recommendation that these can be used as the starting point to identify an intervention approach in the process of “reconciling green”, which subsequently influences “handling green” and “transmitting green”.



Source: Author

7.3 Intervening guidance relating to how an individual perceives the greenness of a firm, its “Perceived greenness”: “*perceived 3+1*”, “*perceived green ambience*” and “*perceived complexity*”

Whilst *attitudes* are general evaluations of an individual’s feeling towards something, such as people, organisations, objects or issues, *perceptions* are cognitive interpretations of information that are connected with our physical senses (Pickens, 2005). In other words, **attitudes** of individuals towards green implementation refer to *how they feel*, whereas **perceptions** relate to *how they think about something*.

According to some previous research in strategic green management, Govindarajulu and Daily (2004) have proposed that some company’s managerial factors, such as ‘top management commitment’ and ‘employee empowerment’ motivate employees to participate in a company’s green improvement. This doctoral study recognises that these two standpoints not only motivate employees’ cooperation into the green practices of companies but also impacts on the perceptions of all internal stakeholders towards their company’s green strategies. For instance, the internal stakeholders’ perceptions toward the nature of the structure of their company’s green strategies can result from the level of communication about green goals, or green training programmes that are decided by top management teams. Similarly, with regards the ‘employee empowerment’, internal stakeholders who feel empowered to be involved with the crucial steps of green strategies can have a different perception of their company’s green strategies.

Van der Werff *et al.* (2014) mention two kinds of employees’ perceptions that influence their green behaviour at work— ‘perceived mandated’ behaviours and ‘perceived autonomous’ behaviours. While perceived mandated behaviours usually occur in response to green decisions made by a top-down approach, perceived autonomous behaviours tend to be initiated by lower-level employees and can therefore make a contribution to the company’s green strategies/policies. Additionally, Keizer and Schultz (2012) suggest that individuals within a

company perceive a green norm as a consequence of witnessing the reactions of others towards 'green' and from experiencing the common green behaviours of others. The theory of "Reconciling Green at work" suggests that the Pro-greens and the Willing-greens need both 'perceived mandated' and 'perceived autonomous' behaviours to be reflected in the "perceived 3+1" dimensions of a company's greenness. For instance, a pro-green employee wants to see the *explicitness* of the firm's green managerial structure and the *readiness* to be a greener company through its green enforcement strategy. At the same time, this employee also anticipates *accessibility* to be designed for and reflected in green communications or green investment plans.

Some of the early scholars in strategic green management, Azzone *et al.*, (1997) identified some interesting key management factors in the green strategies of a company that affect internal stakeholders' perceptions when considering their companies' green strategies. These factors are: (i) the firm's green culture, (ii) the infrastructural resources, and (iii) the competencies of the firm's green team. With regards to the notion of a firm's green culture, it can be related with a 'green norm': where the majority of colleagues behave in green way, this is highly likely to activate the green norm of an individual. Similarly, where the predominant behaviours are non-green, this is highly likely to deactivate an individual's green behaviour (Steg & De Groot, 2010). De Groot and Steg (2009) further clarify that the moral obligation to participate in green actions is strengthened within a workplace with a strong green norm. Conversely, people may compromise their personal green norm if regularly socially interacting with non-green co-workers.

According to the theory "Reconciling green at work", a company's prevailing "green ambience" enables individuals to perceive whether they are doing 'green work' in a "*green dynamic*", or in a "*green vacuum*" company. This shared green ambience has a significant impact on the individual employee's perceptions and behavioural responses towards a

company's green strategies. In turn, an employee's perceptions and their green behaviours transmit green, creating a feedback loop which contributes to the overall green ambience of a company. Managers can therefore implement the 'norm intervention' approach (Unsworth, 2015, p.217) by promoting "Pro-Green" and "Willing-Green" employees as ambassadors of the company's green norm and highlighting their positive green behaviours so as to influence the perceived "green ambience" of other individuals within the same company and leading to their positive green behaviours.

Extending beyond the 'perceived mandated' and 'perceived autonomous' behaviours, and 'perceived green norm', the theory "Reconciling Green at work" proposes the concept of "Perceived greenness". This concept comprises of two types of green receivers' perceptions; (a) "perceived 3+1" dimensions of a company's green strategies, and (b) the "perceived complexity/simplicity" of implementing green within the workplace. These perceptions of internal stakeholders are vital as they determine how individuals reason in regard to the relative importance of "complying" with the company's green strategies/policies and the extent to which they will comply or not.

In terms of "perceived 3+1", the theory of "Reconciling green at work" explains that "green receivers" unconsciously perceive **three dimensions of the conditions, of the green strategies**: "explicitness", "readiness", "accessibility", and **one element of the context** generated by a firm's employees in response to a company's green strategies: the "green ambience". Therefore, it is four (3+1) dimensions in total *according to an individual's perception*. A manager should therefore pay attention to the level of alignment amongst these perceived four dimensions, which can be measured by degrees, perhaps through the use of scoring criteria. Where the four dimensions are in alignment, internal stakeholders will perceive simplicity in implementing green for the company and conversely, where the four dimensions are misaligned, internal stakeholders will perceive complexity.

“Perceived complexity” in relation to implementing a firm’s green strategies tends to be acceptable to the “Pro-Greens by conviction group” because they are passionate about challenging themselves or the company to consistently advance ‘green’ to the next level. However, for the majority of “green receivers”, “perceived simplicity” is key to activating their positive green responses towards an organisation’s green strategies/policies. The company, thus, should change or adjust its structural conditions and the context in which employees are working to facilitate the perception of ‘green’ as not being complex to implement. Unsworth (2015) supports that making ‘green’ easier is one of many interventions suggested by prior literature to influence the green behaviour of employees. Additionally, according to the ‘goal framing theory’, ‘perceived ease’ will promote the feeling of the common green goal as being realistic and doable (Unsworth, 2015), in effect, motivating them to participate in a green scheme.

This thesis proposes that green receivers begin the process of reconciling green at their workplace by “Complying with green”, meaning that they attempt to ease the feeling of tension arising whilst considering ways to harmonise non-green work goals with green goals. The key to predicting the degree to which a workforce is likely to comply with a company’s green strategies lies in understanding the degree of complexity the workforce perceives in implementing the green strategies of the company (“perceived complexity”).

The following section explains how a company can reduce “perceived complexity” and promote “perceived simplicity” as regards implementing the green strategies of the firm by manipulating the three dimensions of a company’s green strategies: “*Explicitness*”, “*Readiness*” and “*Accessibility*”.

7.4 Manipulating guidance relating to *three* dimensions of a firm's green strategies: "explicitness", "readiness" and "accessibility"

The theory "Reconciling Green at work" proposes three dimensions of a firm's 'green strategies', which are: "explicitness", "readiness", "accessibility", and one element of a firm's green context, which is: "green ambience". All of the aforementioned combine to influence the perception of green receivers towards the degree to which they perceive complexity or simplicity in implementing the company's green strategies. When all four dimensions are aligned, the majority of "green receivers" will perceive the green strategies of a firm as being relatively simple to implement. Conversely, if one dimension of a particular green strategy is misaligned, meaning that "green receivers" perceive that the green strategy is less explicit or less ready or less accessible, then that particular green strategy will be perceived as complex in its implementation. This section explores how managers can manipulate these three dimensions of a firm's green strategies in order to promote the positive green behaviour of internal stakeholders.

First, a firm's green strategies will be designed to achieve the firm's green objectives. These strategies will be reified in the firm's green management structures, green infrastructures or green credentials, as something real. As well as being visible in the green management structures of a firm, the green strategies should be explicitly written in the form of a firm's green policies and green strategy planning. Moreover, green infrastructures should be explicit, in the sense that they are allocated a reasonable budget to support them, are communicated internally and made available to all internal stakeholders. Azzone *et al.*, (1997) stated that internal stakeholders determine a firm's past or current green performance through its infrastructural resources. Examples of **explicit green strategies** include: the establishment of green leadership roles which are formally assigned by the company; a structured green management team; green departments; a company's green certifications (e.g., ISO 14001:

Certification of Environmental Management); and the use solar panels; energy monitoring software.

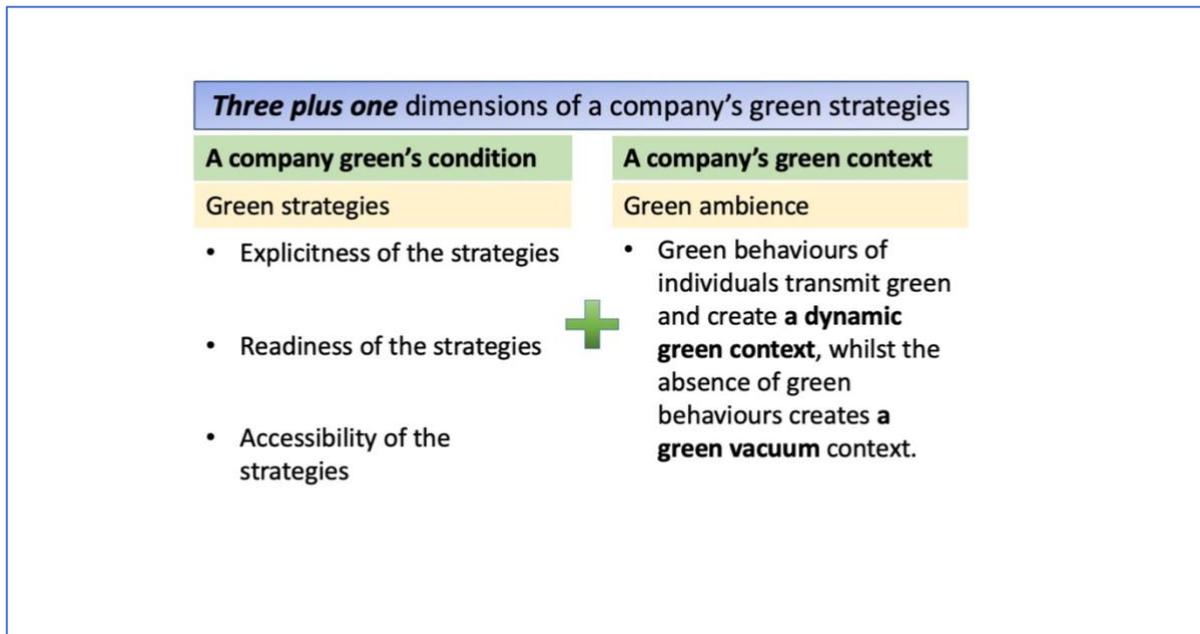
Second, **readiness** relates to factors that influence inter-departmental dynamics relating to 'green' within a company. Skills of a company's green team, including communication-related, juridical and management competencies, impact the perceptions of internal stakeholders (Azzone *et al.*, 1997) if a company is ready to move green strategies forward. Green enforcement demonstrates that the company is committed to achieving its green objectives. The presentation to employees of realistic, achievable green goals will encourage internal stakeholders to feel able to work with the mission or strategies announced by the firm. Engaging with 'green' consultancy agents also influences the perception of internal stakeholders that an organisation is ready to move 'green' forwards to more sophisticated green goals.

Third, the **accessibility** of a firm's green strategies manifests itself in various touchpoints about 'green' between different internal stakeholders, which touchpoints include any green activity that closely involves at least two individuals, often involving an authoritative individual and a green receiver. Unsworth (2015) lists various techniques intended to encourage green employee behaviour that are congruent with the "accessibility" dimension of a firm's green strategies, which are: a) managers prompting their employees by often reminding them to complete a particular green task; b) regularly offering employees a justification of why they should perform green behaviour; c) always providing helpful information of how and to what extent an employee performs a green behaviour; and lastly d) rewarding employees that perform green behaviours. "Reconciling Green at work" theory gives more clarification regarding 'green reward' that it is not limited to only a monetary gain, but also can be in a form of green recognitions, such as special extra day-off allowances to do something positive for the environment, or privileged access to some specifics of the company's green data. Thus,

accessibility relates to the green strategy whereby the company invites broader internal stakeholders in an attractive manner to collaborate on the topic of green by encouraging them to take part, for example, the green benefit offered, green options provided, or the methods by which green is communicated to individuals.

Interestingly, this doctoral research has recognised that it could be beneficial to an organisation to formulate ‘rules of green alignment’. This could involve monitoring the perceptions of its workforce as to the relative complexity or simplicity of the *three-plus-one* dimensions of a company’s green strategies (see Figure 7.3) in order to inform the manipulation of the dimensions to bring about improved green behaviours. However, generating ‘rules of alignment’ is beyond the scope of this doctoral project due to both time constraints and access limitations as a result of the Covid-19 pandemic. Hence, future research is recommended in **Section 7.7** below.

Figure 7.3 *Three-plus-one* (3+1) dimensions of a company’s green strategies



Source: Author

7.5 Contributions of knowledge

Since the beginning of my write-up of this thesis, contributions of knowledge have been embedded throughout each chapter. The purpose of this section is to highlight the main contributions of this doctoral study and to relate each contribution to theories that are regularly used in organisational behaviour (OB) and human resource management (HRM) research, which research domains have often included a firm’s green objectives in their topics of investigation. The way in which the theory “Reconciling Green at work” has supported, added to or challenged existing theories and real-world practice, or provided new understandings is summarised in Table 7.1 below.

Table 7.1 shows a wide cross-section of explanations of how the theory of “Reconciling Green at work” has affected the current literature and real-world practices.

Contributions to existing knowledge	Supports	Develops	Challenges	New
<p>Research in organisational behaviour relating to the environmental aspect of a company’s sustainability goal.</p>	<p>When nesting the “Reconciling green at work” theory with existing literature, it lends power and credibility to the disparate ideas of existing green concepts, integrating them into a cohesive explanation of the experiences of implementors of green strategies.</p> <p>“Reconciling green at work” theory can be used as a foundation for future research in quantitative and qualitative methodologies that focus on the perspective of a company’s managers to</p>	<p>The theory does not only organise the knowledge in organisational green behaviour-related literature but also bridges the gaps in the existing literature by proposing some fresh concepts to this research area.</p> <p>The theory illustrates the benefit of researching an inclusive group of internal stakeholders, comprising not only all managerial levels of employees but extending to study those who are contracted</p>	<p>The most common research designs use either quantitative or qualitative approaches and have been guided by previous theories, which shaped the paths of investigation and have created a fragmented literature. This has meant that there are a large number of only loosely connected ideas which are challenging to relate to real-world problems.</p> <p>Until now there has not been an explanatory theory grounded in data, especially in the organisational ‘green’ area</p>	<p>This doctoral study is the first that utilises the grounded theory approach in this research field hence “Reconciling Green at work” is the first theory, that is grounded in data, in ‘organisational green behaviour’.</p> <p>The structure of the theory can simplify the complexity and multifaceted interactions between a firm’s green strategies and responses of internal stakeholders. The theory presents a company’s green strategies (plus context) in four dimensions, explaining the real-world problems experienced by internal stakeholders.</p> <p>The theory proposes that the psychological aspect of individuals significantly impacts the linkage</p>

Contributions to existing knowledge	Supports	Develops	Challenges	New
	investigate the linkage between a firm's green strategies and responses of internal stakeholders.	workers and outsourced partners.		between a company's green strategies and internal stakeholders. Lastly, the theory proposes that engaging in green behaviours transmits a green energy. This energy feeds the green ambience, which in turn influences the green behaviours of internal stakeholders.
Stakeholder theory	The theory supports that there are different levels of needs and wants from the individual green implementors within an organisation or even the needs and wants of the company itself. This often leads to many potential conflicts arising from green implementation.	The theory focuses on the main concern of individuals when implementing green strategies for an organisation, which is to comply with green strategies, policies, rules, regulations or green norms, whilst also implementing potentially conflicting goals such as, profit or the well-being of persons.	They theory suggests that using stakeholder theory to generate mutual interests, such as a win-win strategy between an organisation and individuals, or between individuals and other individuals is likely to raise the perceived complexity with regards to green implementation. This will decrease the motivation of the workforce to engage with the green schemes initiated by the company.	Perceiving less complexity in green implementation can significantly reduce the tensions arising from an individual's psychological and behavioural processes, encouraging them to perform positive green behaviour at work.

Contributions to existing knowledge	Supports	Develops	Challenges	New
Responses to organisational change theories	Responses to a firm's change strategy can be displayed in the form of affective, cognitive and actual behavioural components. These are reflected in the basic social psychological process of "Reconciling Green at work".	<p>Many types of responses to a company's 'change' strategy can be conceptualised as the four green behavioural patterns of internal stakeholders, which are pushing green, doing green, suppressing green and resisting green.</p> <p>Each of these behavioural patterns are determined by the level of active behaviour and the positivity of an individual's green mindset.</p>	The static nature of existing theory is challenged by the dynamic movement of the theory "Reconciling Green at work".	<p>The theory "Reconciling Green at work" is dynamic and explains the potential movement between each of the behavioural patterns. This movement will vary according to the manipulation of the context/conditions created by a firm's green strategies, the level of a person's green mindset, a change in perceived alignment of the green strategies and ambience, and an adjustment of the perceived level of complexity of green implementation.</p> <p>Each of these can be the trigger point to shift or slowly transform an individual from one behavioural pattern to another.</p>
Theory of planned behaviour	Performing a certain behaviour is viewed as a deliberate consequence of an individual's consideration relating to three major implicit	Based upon the understanding of three implicit elements: <i>attitudes, subjective norms</i> and <i>perceived behavioural control</i> ,	The theory of planned behaviour can be used to predict green behaviours of individuals to some extent but there remain some situations where the theory fails to explain. For instance, the	All constructs within the theory of planned behaviour: <i>attitudes, subjective norms, perceived behavioural control, intention, and behaviour</i> , have been integrated into the theory "Reconciling Green at

Contributions to existing knowledge	Supports	Develops	Challenges	New
	<p>elements, which are a person's attitude, the subjective norms surrounding the intended behaviour, and the perception of the power of control towards the targeted behaviour.</p> <p>The theory is useful for making predictions of green behaviour to some extent because it helps us to identify some important barriers to performing or changing behaviour.</p>	<p>within the theory of planned behaviour and following the relationships amongst theoretical constructs presented by the theory of "Reconciling Green at work", one can build up more insight into the detailed processes of cognitive, affective and observable behaviour of individuals and how these can affect the green performance of a firm in terms of its level of the overall <i>green shade</i>.</p>	<p>potential four forms of green behaviours: pushing green, doing green, suppressing green and resisting green.</p> <p>These four behavioural patterns could be as a result of a person's attitude, evaluations of subjective norms and power of control. Being able to anticipate these potential behavioural outcomes, one can identify where to make interventions in order to manipulate behavioural change.</p> <p>Moreover, the theory of planned behaviour does not include the affectionate aspect of individuals, such as feelings or emotions. This absence of inclusion leads to an inability to identify why many people in the end did not perform a green behaviour, although they had a high intention to do so.</p>	<p>work" along with many other theories in psychology.</p> <p>Norm Activation theory, Goal Framing theory, Value theory, Habit theory and Social norm theory, all have contributed to the "Reconciling Green at work" theory in explaining green behaviour at the workplace in particular. Consequently, guidance as to how managers can shape the workplace to encourage the workforce to perform desired green behaviour can be highlighted.</p>

Contributions to existing knowledge	Supports	Develops	Challenges	New
<p>‘Green’ in practice</p>	<p>The knowledge received from “Reconciling green at work” theory can be utilised to support the existing knowledge in green strategies, ranging from proactive to reactive strategies.</p> <p>According to the existing literature, green planning considered as going beyond mere compliance to laws, regulations and stakeholder pressures can be considered as a more proactive green strategy.</p> <p>“Reconciling green at work” theory shows the mechanism of organisational green behaviour so that numerous green strategies that anticipate</p>	<p>Existing knowledge in organisational psychology literature has recommended that prior to reacting to a company’s green strategies, internal individuals engage in sets of cognitive, affective, and temporary behavioural processes.</p> <p>“Reconciling green at work” theory further explains that the perspective of internal stakeholders who get involved in a green plan or green design process may consider certain green strategies as being ‘pro-active’ strategies, however, in reality, those green strategies will not necessarily increase the</p>	<p>Identifying pro-active green strategies from the perspective of a company and managing green strategies whilst not understanding the path of interactions between the company’s green and internal stakeholders can be the cause of green managerial exhaustion.</p> <p>This means that a company initiates new green strategies, investing in some green schemes, or inputting more resources into a green development plan from time to time according to their resource-based availabilities (e.g., budgets, skill-work, or team).</p> <p>Consequently, green culture hardly becomes part of a company’s fabric, meaning that internal stakeholders care to implement green strategies only when receiving more green inputs from the company, but not</p>	<p>The theory of “Reconciling Green at work” proposes that a green implementor or a “green receiver” will perceive either ease or less complexity in implementing green for a company when three dimensions of a company’s green strategies and the one element of its green ambience are aligned.</p> <p>Managers can monitor the alignment of these 3+1 dimensions of a company’s green strategies: <i>explicitness, readiness, accessibility, and green ambience</i>.</p> <p>Meanwhile, the use of metaphors: the <i>synergistic</i> or <i>lonesome</i> way of framing their attitudes reflects green receivers’ affective responses regarding green implementation within an organisation. By having an appreciation of the different mindsets of individuals, a manager can determine ways to support their</p>

Contributions to existing knowledge	Supports	Develops	Challenges	New
	<p>raising the motivation of internal stakeholders to participate in the company's green plans, can inspire each individual to implement 'green' within a firm.</p>	<p>engagement of employees.</p> <p>Perceived alignment of a company's green strategies and perceived less complexity in green implementation are crucial factors to activate the green passion of individuals within their workplace.</p>	<p>implementing it from their hearts, nor passing on green instructions or passion to other colleagues.</p> <p>Thus, a "green vacuum" becomes the context of a firm's green, leading to a personal green norm that cannot be activated or will decrease as a result.</p>	<p>employees to reconcile green goals with other required company goals.</p>

Source: Author

7.6 Recommendation for future research

7.6.1 Developing ‘rules of green alignment’ and ‘green mindset’ survey

The theory of “Reconciling Green at work” was developed during this doctoral research and grounded in data given by internal stakeholders working in a number of UK-based for-profit organisations. This theory recognises that the formulation of ‘rules of green alignment’ in future research can assist managers who take responsibility for green management within a company— for instance, green/sustainability managers, green human resource management team leaders, or green consultant companies— in predicting the potential responses of internal stakeholders to a company’s green strategies. The purpose of the ‘rules of green alignment’, is to measure the degrees of explicitness, readiness and accessibility of each dimension of a company’s green strategies as perceived by green receivers. Managers could use the results of this monitoring scale to guide their strategic green plans in order to influence the level of the “perceived simplicity” in implementing green by internal stakeholders.

Future research can be conducted in the form of new scale development in measuring the correlation between the perceived alignment of the *four* dimensions of a company’s green strategy plus green ambience and the degree of perceived complexity regarding the green implementation. This suggested scale should also be aimed at lowering any correlation with other scales that measure the perceptions towards other non-green strategies. As a result of this future development, the data can be used to apply the theory of “Reconciling Green at work” in a real-world setting.

Future research should also develop a green mindset survey. There is an exceptional circumstance because the indicator of these ‘rules of green alignment’ might not be fully applicable with the “Pro-Greens by conviction”. In the case of the *four-plus-one* dimensions of a company’s green strategies being aligned, however, this might not lead to perceived simplicity by this type of employee. The green mindset of Pro-Greens by conviction is likely

to be of a higher standard. Subsequently, the Pro-Greens by conviction tend to implement 'green' beyond the expectation of the required green strategies, which sometimes will make them always perceive complexity in implementing green within a firm. Hence, a green mindset survey should also be developed in cooperation with the suggested *rules of green alignment* scale. A green mindset survey, thus, can not only examine an individual's green awareness, green knowledge and green attitudes but can also help to identify the type of employee as being one of the Pro-greens by conviction.

In the case that a Pro-Green by conviction is identified, according to "Reconciling Green at work" theory, if the *three-plus-one* dimensions in addition to their **green mindset** are aligned together, then these specific "green receivers" tend to view the operation of implementing a given green strategy in a relatively less complicated manner. For example, if 3+1 dimensions are aligned in the given scores, when compared with the high standard of a Pro-Green by conviction's mindset, such as either being too far below or having unrealistically high ambitions of their ideal green standard, this individual may *change* to behave in the forms of "suppressing green" or "resisting green", instead of to "push green". Hence, 3+1+*I* is the 'rule of green alignment' to specifically encourage the Pro-greens by conviction to maintain their continuous response to a company's green strategies in positive ways.

7.6.2 Testing variables

Amongst the backdrop of numerous prior studies into a firm's green strategies and internal stakeholders, the theory of "Reconciling Green at work" has highlighted the highly dependent and independent variables. Manipulating the independent variables will have an impact on the dependent variables. This thesis proposes that the independent variables are "3+1": three dimensions of a company's green strategies and one element of a company's green ambience, whilst "Reconciling green" and "Handling green" are the highly dependent variables. This

thesis also proposes that “Perceived greenness” is the mediating variable, and “Green mindset” acts as the moderating variable. Table 7.2 below outline some recommendations of the dependent and independent variables identified and suggested by the theory generated by this doctoral study.

Alternatively, future research can also include some variables that appear in the previous literature to examine, for instance, if monetary/non-monetary types of green rewards, modes of communication of the environmental goals, or a corrective style of feedback and review (Renwick *et al.*, 2013) – can act as moderators/mediators which alter the strength or forms of the suggested dependent variables. The emotional aspect of an individual or a group of individuals is also interesting for future research. Russell and Friedrich (2015) suggest that although emotion is one of the affective constructs, such as feelings or moods, it implies a stronger and more intensive feeling towards a specific object or behaviour. According to “Reconciling Green at work” theory, “pushing green” behaviour varies by its direction and force. Whilst “inflecting strategies” involve “pushing green” approaches that are not likely to provoke intensive emotions of individuals, some use “hard-push strategies” when pushing green within an organisation. For example, using negative communications (e.g., directly enforcing ‘green’ to others) or other non-verbal communications (e.g., facial expressions) as cues to push green, can possibly stimulate a strong emotion and lead to a sudden change of feelings and behaviours (Elfenbein, 2007). Future research, perhaps, can start exploring the effect of emotions on the green behaviours of the Pro-Greens type of internal stakeholders, which can possibly affect their level of “perceived greenness”, “reconciling green”, and “handling green”.

Table 7.2 displays suggested independent and dependent variables identified by the theory of “Reconciling Green at work” and the extent to which future researchers can choose the most potential variables from existing ‘green’ literature to examine if they will act as moderators or mediators between these suggested variables from the author of this doctoral research.

Green receivers	Suggested independent variables 3+1 Green strategies & ambience of a firm	Suggested mediator and moderator variables			Suggested dependent variables				
		Perceived Greenness		Green Mindset	Complying with Green	Reconciling Green			Handling Green
		Perceived 3+1	Perceived complexity			Assessing green	Investigating green	Pacing green	
Pro-Greens by conviction	Explicitness Readiness	Aligned to misaligned	High	Pro-green mindset	Greater compliance	High to quite high value	Surely worth the effort	Practising & Habitualising positive green	Actively pushing green
Pro-Greens by appearance	Accessibility Green Ambience		Moderate to high	Pro to moderate green mindset				Habitualising positive green	Moderately to low pushing green
Willing Greens		Aligned to misaligned	Low	Moderate green mindset	Greater to Moderate compliance	Moderate to high value	Comparatively worth the effort	Habitualising positive green	Actively to passively doing green
Hidden Greens		Aligned to misaligned	High	Pro to Anti green mindset	Moderate to lesser compliance	Moderate to high value	Not worth the effort at the moment	Practising & Habitualising positive/negative green within the frame of mind	Actively to passively Suppressing green
Anti-Greens		Aligned to misaligned	Low to high	neutral to anti-green mindset	Least compliance	Low value	Not worth the effort	Practising & Habitualising negative green	Actively to passively resisting green

Source: Author

7.6.3 Guidance as to the application of the theory “Reconciling Green at work” in a less similar areas, seeking ‘Emergent-fit’

A grounded theory can be applied in the substantive area in which it was generated and with emergent fit in a similar substantive area. Provided that internal stakeholders share the main concern of the participants in this study and given the same or similar structural conditions, the theory can be used to explain and predict their behaviours as outlined in Chapter 5 and Chapter 6. If, however, seeking to apply the theory “Reconciling Green at work” in a dissimilar substantive area, for example, where a different legal framework prevailed, further constant comparative analysis and theory development would be needed.

Further constant comparative analysis is required when applying the theory “Reconciling Green at work” in less similar substantive areas, especially when the structural condition or context is distinctive. A modification of the theory can occur, but it does not mean that the theory generated by this doctoral study is invalid. This is because prior to levelling up a grounded theory to the stage of being a formal theory, meaning that it can be generalised to apply in wider areas, the research should engage in constant comparison with other substantive theories grounded in data in more diverse substantive areas (Glaser, 2014). Hence, the author recommends that in the case of applying the theory “Reconciling Green at work” with less similar populations or fields of research, key categories from the whole structure of the theory can be initially applied and assessed for fit as to their ability to guide understanding of the patterns of behaviour in the substantive area.

Further, the theory can be modified by generating more concepts, properties, or dimensions in order to explain *what is going on* in the new substantive area. In doing so, one can identify where to make interventions so as to manipulate behavioural *change* with the emergent concepts within “Reconciling green at work” theory. For instance, applying the concept of “Complying with green”, “Reconciling green”, and “Handling Green” with

Thailand-based companies where the green laws and regulations are not as strict as in the UK to assess their fit. Then collect new data for analysis using the constant comparative method to see if there are new properties/dimensions emerging in this new substantive area. The modified theory will be extended to include more structural conditions of the phenomenon.

7.7 The limitations of this doctoral research

The current global Covid-19 pandemic (starting late 2019 and still ongoing by the stage of the final write up of this thesis in 2022) has been a crucial restraint on the data collection process. As the nature of a classic grounded theory's data collection is not a one-time event but rather progresses in parallel with the whole timeline of the research study, this raised many obstacles in reaching new research participants. Accessing an organisation was even more difficult. Firstly, approaching the gatekeepers was almost impossible because the majority of them were occupied by coping with such unpredictable circumstances. Secondly, the structural conditions and contexts around the research participants were also significantly altered after the world pandemic.

Due to the fact that the initial phases of data collection of this study were before the world pandemic, face-to-face interviews were mainly conducted. I, as the researcher of this thesis, had to pause collecting data for a certain period of time during the national lockdown in the UK, announced in 2020. A decision was made to utilise the online-conference method for further interviews in the later stage of data collection, however, some participants were not familiar with online interviews, and tended to keep the interview shorter than anticipated by the interviewer. Although follow up email interviews were conducted so as to ensure that the participants had more time to reflect on their views, it is considered that establishing rapport between the interviewer and participants would have been more successful in face-to-face interviews.

The next limitations relate to issues, debates and challenges around the grounded theory methodology. Firstly, whilst a researcher should be consistent in her chosen approach, it took time for me to learn the differences and similarities among these versions. This is because many versions have arisen in the decades following from the introduction of the method in 1967. These versions of grounded theory do not only develop their own approaches, but the philosophical standpoints and ultimate goals are also diverse. For example, while Glaserian or classic grounded theory is not interested in identifying itself to fit any philosophical standpoints (Glaser, 1998), Charmaz justified her approach as a constructivist grounded theory while simultaneously labelled Glaser's classical approach as objectivist (Charmaz, 2000). Some professionally grounded theorists, however, do not agree with Charmaz or others in underlining classic grounded theory with positivism or objectivism because Glaser has already emphasised that grounded theory is a paradigm-free method (Simmons, 2022; Gibson & Hartman, 2014).

Although the outcome of all versions of grounded theory method is a theory, their ultimate goals are different. Theories that are generated according to the classic grounded theory consist of a set of integrated concepts which transform into different shapes of the final theories. The classical procedure, therefore, guides various types of theoretical codes to assist researchers in finding the best shape of the final theory (Glaser, 1978 & 2005). However, Strauss and Corbin's grounded theory version focuses on the coding paradigm. Hence, they suggest more steps when generating a theory, such as axial coding, to provide a structured and systematic framework for assigning relationships amongst concepts (Corbin & Strauss, 1990). Meanwhile, Charmaz grounded theory emphasises the co-construction of a grounded theory between the researchers and informants; as a result, her version advocates the explanatory richness of each concept rather than the process of discovering and shaping a theory.

Furthermore, the debates around the issue of pre-reading literature had direct result of leading me to be reluctant to begin my fieldwork. Although I later received clarification that

Glaser does not prevent a researcher who already has pre-conceived knowledge from conducting the grounded theory method, I spent a certain amount of time to get assurance on an approach to correct this issue. For example, after reading many books, I eventually learnt a technique from a troubleshooting seminar in December 2018 of the method whereby a researcher interviews herself to set aside her pre-conceived idea and maintain constant comparative analysis to prevent using biases in forming a theory. Hence, whilst generating a theory is a challenging task for a novice grounded theorist, I regularly found myself concerned with other researchers on issues regarding methodological debates rather than the grounded theory procedures I was applying to generate an explanatory theory.

Secondly, the classic grounded theory approach is comparatively new to the Norwich Business School's staff and students, hence, on many occasions, I had to pause conducting grounded theory to join external classic grounded theory mentoring sessions, troubleshooting seminars, and consult with the classic grounded theory research community. Nevertheless, this obstacle, including the challenges I mentioned above, as being a solo novice grounded theory researcher was actually beneficial due to the fact that I had to mind every step to maintain adherence to the central tenets of classic grounded theory as much as possible. Views and questions of other experienced researchers on each developmental procedure of this classic grounded theory study also acted as alarms to alert myself not to veer from classic grounded theory procedures. Especial difficulties arose because of the use of research jargon. For example, I often had to remind myself that the purpose of undertaking a grounded theory study was to generate theory. A theory comprises propositions, and it has a dynamic and interlinked movement. Future research can test the theory by making assumptions or hypotheses based upon its explanatory propositions. Alternatively, a theory is modifiable to be used in other fields of research, other times, and other populations through the process of comparing its concepts to new emergent concepts. Whilst it was important to thoroughly saturate each

concept, it is also important to emphasise that validations or modifications of the theory can certainly be possible, but in future research.

On many occasions when conducting this doctoral study, I attempted to give explanations to others and myself that this classic grounded theory was producing a theory, which was not meant to be the same as a *theoretical model* or *empirical data*. A model can be thought of as an illustrated or graphical representation of its key concepts that show processes or stages, describing what is going on in a selected phenomenon (Brodbeck, 1960). When attempting to make sense of the distinction between a model and a theory, they both can be applied in different fields, but only theories have a predictive strength (Brodbeck, 1960). Meanwhile, empirical data is the evidence gathered in order to validate a researcher's assumptions or propositions based on existing theories (Goodwin, 2014).

This doctoral study could have produced either a theory, theoretical model, or empirical data. Hence, due to being a novice researcher, it was easy to get confused between these three possible outcomes of this doctoral thesis and perhaps could have possibly mistakenly produced something else rather than a theory. Remaining on a classic grounded theory's path, tolerating the confusion, and also aiming to generate a theory whilst working closely with other researchers who were not familiar with this approach was challenging. However, it is a worthwhile experience for a novice grounded theorist to be able to work, to learn and to discuss a classic grounded theory with other researchers from different ontological perspectives.

7.9 Conclusions

The "Reconciling Green at work" theory is the outcome of this doctoral study utilising a classic grounded theory. This work provides a theoretical framework within which to organise the mature yet highly fragmented literature relating to a firm's green strategies and in particular as this literature relates to the two research fields of Organisational Behaviour and Human

Resource Management. It also creates a bridge between the literature in a firm's green strategies and responses of internal stakeholders; In particular the parts of them which are embedded in the three areas of research: Organisational Behaviour–OB, Human Resource Management– HRM, and Employee Green Behaviour–EGB. The former (OB and HRM) emphasises creating green competitive advantages and green performance by investigating companies' green motives, strategic green planning, functional green approaches and green-human resource management, whilst the latter (EGB) focus on individual employees as their units of analysis. EGB studies have sought to understand how to promote pro-green behaviour of individuals at the workplace, and focus on psychological aspects relating to industrial-organisational psychology.

The body of literature relating to firms' green strategies indicates many organisational factors, which aim to motivate internal stakeholders to give high levels of cooperation in supporting the achievement of their organisation's green goals. These factors include, for example: (i) management commitment and leadership, (ii) employee empowerment, (iii) a variety of incentives, (iv) green monitoring, feedback and review,(v) establishment of essential green resources. However, this literature does not explain how these organisational factors interlink with or impact upon internal stakeholders' attitudes, perceptions, and observable reactions. The firms' efforts intending to promote employee motivation to accomplish the firms' green goals are therefore often fragmented and not necessarily targeted for the greatest impact. Whilst EGB literature has shown that recent researchers in green behaviour in the workplace have become more interested in the psychological-related processes of employee green behaviour, the studies do not link interventions with behaviours and outputs. As a result, until this doctoral study it has remained ambiguous as to how a firm can create a genuinely positive impact on the world's natural environment (Robertson and Barling, 2015).

“Reconciling Green at work” is principally a theory of activating pro-green behaviours within an organisation by elaborating upon the main concern of individuals who receive green strategies plus green ambience from the organisation. The theory explains that these “green receivers” will respond to a firm’s green strategies in more positive ways when they perceive the green strategies as either being *not too complex* or *simple enough* to implement. The theory emphasises that “organisational green behaviour” is a systematic integration amongst implicit and explicit elements within an organisation. The way in which individuals reason and interact with other individuals, groups of individuals and the firm’s green strategies to generate the prevailing green ambience are tightly interlinked. The consequent physical and social outputs generated by the firm’s processes, the firm’s green impact, affects the perceptions of the public as to the firm’s shade of green, in effect, its green reputation.

In the sense that many businesses nowadays are jumping on the ‘going green’ bandwagon, if one considers their green behaviours as a green colour, then there can be numerous shades of green ranging from *deep green* to *light green* or *being devoid of green*. In order to determine a firm’s shade of green, this study recommends the development and use of a tool to measure the overall organisational green behaviour and to evaluate the green impact that a firm has on the world’s ecosystem and climate.

A firm’s green endeavours should not be focused on only a few departments or key internal stakeholders, such as green managers and their teams, instead, an organisation should be able to transmit green energy throughout the organisation until the green ambience becomes dynamic and a green culture is established. The intention would be to embed a green ethos into the vast majority of internal stakeholders’ hearts, minds, and behaviours. This is in direct contrast to the green void, where the implementation of a firm’s green strategies happens within a green vacuum ambience where—the green culture is absent, and any green impact is limited.

Finally, this theory can be applied: (i) to assist managers and green decision-makers to recognise whether they are operating green in a green dynamic or a green vacuum and; (ii) to enable a firm to take a whole ‘organisational green behavioural’ approach to establish *where*, *when* and *how* to make green interventions in order to activate positive *green change* within individuals. The theory may enable organisations to have genuinely positive green impacts on the world’s ecosystem and climate as its ultimate goals, in effect, deepening their shade of green over time. This theory also guides green regulators in that measuring each company’s level of greenness should not be evaluated in isolation. Instead, a firm’s shade of green should be evaluated with regards to the level of harmonisation amongst a company’s implicit and explicit theoretical components, as explained by the theory “Reconciling Green at work”.

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Appendices

APPENDIX 1: Interview guide

This is an open interview. I mean it to be a conversational style. Please feel free to interrupt or add any additional information about your firm's green strategies at any time during the interview.

Green designers

- 1.) Please can you tell me about your firm's green strategy.
- 2.) Please can you describe the team that designed and implemented these green strategies for your firm.
- 3.) Did you contribute to the development of these strategies of your firm?
- 4.) If you were involved with the green design. What were the external factors which influence you to follow this particular green strategy?
- 5.) How significant do you think that this green strategy is for your firm?
- 6.) What parts of your green strategies work well?
- 7.) What areas do you think do not work so well?
- 8.) How do you think you can improve this area?
- 4)

Green implementers

- 1.) What in particular do you like about your firm's green strategy?
- 2.) What would you like to improve about your firm's green strategy?
- 3.) Please tell me your experiences of implementing the green strategy.
- 4.) In your personal opinion do you believe that green strategy is importance to your firm?
- 5.) Did you choose to work for this company as a result of their green strategy?

- 6.) In your opinion, do you think that it is important for your company to have green strategy or not?
- 7.) Would you consider yourself as a green person before you join this company?
- 8.) What in particular cause you become a green person from this company's green strategy or policy?
- 9.) What are your concerns about the green strategy of your firm?
 - 5) What challenges that have you experienced?
- 10.) If you were able to make a management decision, what would you change in terms of your firms green strategy and why?

APPENDIX 2: Interview request letter

[Date]

Dear [name]

Re: Informational interview request.

Attachment: research information sheet, consent form, and the researcher's CV.

My name is Maleeya Buravas. I am a PhD candidate from Norwich Business School (NBS), University of East Anglia (UEA) and I am writing this letter to ask for your possible participation in my research project, which focuses on the responses of internal stakeholders to a firm's green strategies.

The objectives of this doctoral research are to learn about the main concerns of internal stakeholders, who are working for companies that employ green strategies. Moreover, the research aims to examine how they react to a firm's green strategies and why they react in these particular ways. The result of this research should be beneficial to many businesses—and your organisation in particular. It should hopefully enable people who design green strategies for an organisation to be able to get an idea of internal stakeholders' main concerns and their potential reactions, prior to making a decision on a particular green strategy. There is extant evidence that a successful green strategy correlates with a 'buy in' from a wide range of the internal workforce.

In my research of possible participatory firms, I have found that [name of company] is concerned with the well-being of the world's ecosystem and as such has employed a proactively green strategy. I am interested in exploring the various views of your internal stakeholders with regards your current green strategy and would love to speak with you as a key internal stakeholder prior to asking permission to interview other people involved in your firm's green strategy implementation. *The interview session would take about one hour of your time.* With a view to your possible collaboration in this project, I am attaching the research information sheet, a consent form, and my CV; this is so that you have a sense of my background before my possibly coming to meet you at your organisation.

I can be very flexible with my schedule to match your availability. My contact information is listed below. Please do not hesitate to contact me if you require more clarification regarding the interview process. I look forward to hopefully hearing from you in due course and to meeting you in person soon.

Best regards,
Maleeya Buravas
PhD candidate

Norwich Business school (NBS), University of East Anglia, UK NR4 7TJ

Email: m.buravas@uea.ac.uk

Contact number: 07445097576

APPENDIX 3: Privacy Notice Document

Privacy Notice

This privacy notice applies between two parties: *you*, an internal stakeholder of a firm in the U.K. and the *researcher*, who is a PhD candidate of the Norwich business school, the University of East Anglia (UEA). The researcher and the UEA take the privacy of your information very seriously. This privacy notice applies to our use of any data collected by the said researcher.

Please read this privacy notice carefully.

1. In this privacy notice, the following definitions are used:

Data	collectively all information that you provide to the researcher either via interviewing, the researcher’s observation and any documents or emails. This data includes any information which relates to or identifies you as an individual, and your opinions about you or your company’s green strategies, which may not explicitly identify you;
Data Protection Laws	any applicable law relating to the processing of personal data, including but not limited to, the directive 96/46/EC (Data Protection Directive), or the GDPR, and any national implementation laws, regulations and secondary legislation, for as long as the GDPR is effective in the UK;
We or Us	the researcher and the supervisory team—Ms. Maleeya buravas (PhD candidate), Dr Jenny Fairbass (primary supervisor), Dr Tiago Botelho (secondary supervisor)—the Norwich business school (NBS), the University of East Anglia (UEA).
You	Any participatory firm’s internal stakeholder(s), who volunteer(s) to be the informant(s) of this research project.
This Research Project	the research “Exploring the link between a firm’s green strategies and internal stakeholders’ responses,” which is being conducted by Ms. Maleeya Buravas (PhD candidate). The researcher and her supervisory team intend to make an original contribution to knowledge. The research will be produced as a final PhD thesis for the purpose of fulfilling the requirement of a postgraduate research programme and have the potentiality to be published in order to share this knowledge.

2. Why the researcher collects information from you:

The researcher collects data provided by you in order to explore the research topic “*Exploring the link between a firm’s green strategies and internal stakeholders’ responses*” as a research project designed with the aim of advancing green strategy implementation in various

organisations. The specific purpose of the data collection on this occasion is to investigate and to understand the different forms of internal stakeholders' responses to a firm' green strategies.

3. How the data is to be collected:

The data is mostly provided for the researcher by *you*. In some cases, the researcher will gather data that originates from publicly accessible sources, such as your company's website. The researcher will collect your data in either one or a combination of the following methods:

- i. Face-to-face interview,
- ii. Skype interview,
- iii. Researcher's observation,
- iv. A request for additional documents,
- v. A Request for any further clarification via emails.
- vi. Access to your company's website.

4. Who is responsible for your data (also known as your personal information):

This research project is conducted by the PhD candidate (or the *researcher*), who is supervised by two members of the Norwich Business School faculty. The researcher will be the data controller, which means that she will decide how your data is created, collected, used, shared, archived and deleted. However, your data may be shared with some other members of the Norwich Business School, so as to ensure the successful conclusion of this research project. In this case, your personal information, which can identify you (e.g. your name or your work position) will be removed before being shared with other researchers or faculty.

5. Your rights

Under the GDPR, you have the right to access information, correct any inaccurate information, or have any information deleted. If you want to learn more about your rights, you can contact the University's Data Protection Officer at dataprotection@uea.ac.uk.

You can also find out more about your data protection rights at <https://ico.org.uk/for->

[organisations/guide-to-the-general-data-protection-regulation-gdpr/individual-rights/](https://ico.org.uk/individual-rights/). If you are not satisfied with how we have used your personal data, you can make a complaint to the Information Commissioner's Office. See: <https://ico.org.uk/concerns/>. However, it should be noted that we can only implement your right during the period within which we hold your personally identifiable information. Once your information has been made irreversibly anonymous and become part of the research data set, it will not be possible to access your personal information.

6. How long is your information kept?

This doctoral research project aims at conceptualization; which means that the researcher will replace your information with unique codes or keywords in the process of analysis. Your information will be de-identified (made anonymous) as soon as possible and any specific information that can personally identify you will not be shown in the final thesis.

7. Ensuring that the uses of your personal data are legal

The researcher has informed you in detail about what information will be collected and how the researcher will collect the said data from you. You will also have an opportunity to ask any further questions about the project prior to the process of data collection. We will hereby use your consent as our legal basis for processing your data. You can withdraw your consent at any time by contacting the researcher via the following email address: M.Buravas@uea.ac.uk.

8. The safeguards to protect your personal data

- 6) This doctoral research project has been scrutinised and approved by the university *research ethics committee*. In addition, your personal data will normally be processed inside the EU area but if collaborators outside Europe are needed, the researcher will ensure that they adhere to the requisite data protection laws.

9. The privacy notice (last update)

This privacy notice was last updated in January 2019 and may be amended from time to time. Any change of this privacy notice will be communicated to you via email.

APPENDIX 4: Consent form

- I have read the privacy notice information and have had the details of how the data of mine will be conducted and kept. I have had time to consider all the information. My questions have been answered to my satisfaction.
 - I understand that I may ask further questions at any time during participation.
- I understand I have the right to withdraw from the study at any time and to decline to answer any questions.
 - I agree to provide information to Maleeya Buravas on the understanding that my name will be anonymised. The information will be used only for this research and publications and presentations arising from this research project.
- I understand that I will be given access to a summary of the research findings when the study is completed.
 - I agree/ do not agree to the interview being audiotaped.
- I understand that I have the right to ask for the tape recorder to be turned off at any stage during the interview.
 - I understand there is a possibility that I may be observed as I work with others in several interdisciplinary team meetings and/ or in the workplace, but this would be discussed between Maleeya Buravas before she conducts an observation.
- I agree to participate in this study under the conditions set out in the privacy notice sheet.

Signed:

Name:

Date:

APPENDIX 5: List of Interviewees

Type of Interview	Informants	Job positions	Industries	Date of Interviews	Interview lengths (minutes)	Types of interviews	Emails open-ended questions
Pilot	INT000a	Assistant to director	Education	5/03/2019 and 29/01/202	60	VDO conference	
Pilot	INT000b	Assistant Manager	Construction	7/03/2019 and 29/01/2021	45	VDO conference	
Open data collection	INT001	Head of department	Utility	13/03/2019	45	Face-to-Face	
Open data collection	INT002	An officer	Research	20/03/2019	66	Face-to-Face	
Open data collection	INT003	Senior executive	Transportations	21/03/2019	43	Face-to-Face	
Open data collection	INT004	An officer	Transportations	25/03/2019	45	Face-to-Face	
Open data collection	INT005	Assistant manager	Education	27/03/2019	60	Face-to-Face	
Open data collection	INT006	Contracted staff	Transportations	29/04/2019	55	Face-to-Face	
Open data collection	INT007	An officer	Oil, Gas & Energy	03/04/2019	35	Face-to-Face	
Open data collection	INT008	An officer	Communications	08/06/2019	97	Face-to-Face	08/02/2021
Open data collection	INT009	An officer	Transportations	09/06/2019	33	Face-to-Face	
Open data collection	INT010	An officer	Technologies	09/06/2019	38	Face-to-Face	08/02/2021
Open data collection	INT011	An officer	Educations	09/06/2019	48	Face-to-Face	
Open data collection	INT012	An officer	Foods	23/06/2019	37	Phone	
Open data collection	INT013	An officer	Technologies	23/06/2019	34	Face-to-Face	
Theoretical sampling	INT014	Staff	Retails	03/12/2019	47	VDO conference	
Theoretical sampling	INT015	An officer	Technologies	01/01/2020	20	Face-to-Face	13/02/2021
Theoretical sampling	INT016	Staff	Supply chain	18/01/2020	35	Face-to-Face	
Theoretical sampling	INT017	Staff	Supply chain	18/01/2020	23	Face-to-Face	
Theoretical sampling	INT018	An officer	Technologies	20/01/2020	25	Phone	
Theoretical sampling	INT019	Staff	Communications	20/01/2020	11	Phone	
Theoretical sampling	INT020	An officer	Consumer goods	20/01/2020	35	Phone	04/02/2021
Theoretical sampling	INT021	An officer	Education	21/01/2020	36	VDO conference	31/02/2021
Theoretical sampling	INT022	Senior managers	Oil, Gas & Energy	23/01/2020	34	Phone	13/02/2021
Theoretical sampling	INT023	An officer	Oil, Gas & Energy	23/01/2020	20	Face-to-Face	

Theoretical sampling	INT024	An officer	Oil, Gas & Energy	28/01/2020	25	Phone	02/02/2021
Theoretical sampling	INT025	An officer	Finance	09/03/2020	19	Phone	09/03/2020
Theoretical sampling	INT026	An officer	Services	04/02/2021	57	VDO conference	04/02/2021
Theoretical sampling	INT027	An officer	Services	09/02/2021	57	VDO conference	
Theoretical sampling	INT028	Staff	Services	10/02/2021	27	VDO conference	15/02/2021
Theoretical sampling	INT029	Staff	Manufacturing	10/02/2021	38	VDO conference	10/02/2021
Theoretical sampling	INT030	Staff	Supply chain	14/02/2021	17	Phone	
Theoretical sampling	INT031	An officer	Oil, Gas & Energy	31/05/2021	40	VDO conference	4/6/2021

APPENDIX 6: Emailing Interview Form

Your contribution will add to the thesis title:

“Exploring the link between a firm’s green strategies and internal stakeholders’ responses: Utilising a classic grounded theory approach”

Name		1 st interview	Enter date
Researcher	Maleeya Buravas	Follow-up email questionnaire	Enter date
Note	Your name and company name will be kept completely anonymous.		

The researcher would like to know your personal opinions and perspectives as an individual, as opposed to the collective opinion of your company.

1. On a scale of **1 to 10 (1 being least clear and 10 being most clear)**, please rate the **clarity** of your company’s green strategies/policies.

Give rate:

2. **Please describe** the **criteria that you have used in evaluating the clarity** of your company’s green strategies/policies.

Your answer:

3. On a scale of **1 to 10 (1 being least ready and 10 being most ready)**, since you started working at your company, overall, how do you rate the readiness of the company to achieve its green objectives?

Give rate:

4. **Please describe** the **criteria that you have used in evaluating the readiness** of your company.

Your answer:

5. On scale of **1 to 10 (1 being least accessible and 10 being most accessible)**, how convenient is it for the company to engage you in their green strategies or green schemes.

Give rate:

-
6. **Please describe the criteria that you have used in evaluating the accessibility of the green strategies/ green schemes of your company.**

Your answer:

-
7. On scale of **1 to 10 (1 being least ambient and 10 being most ambient)**, how much do you feel that the company's green culture is embedded in the behaviour and actions of employees?

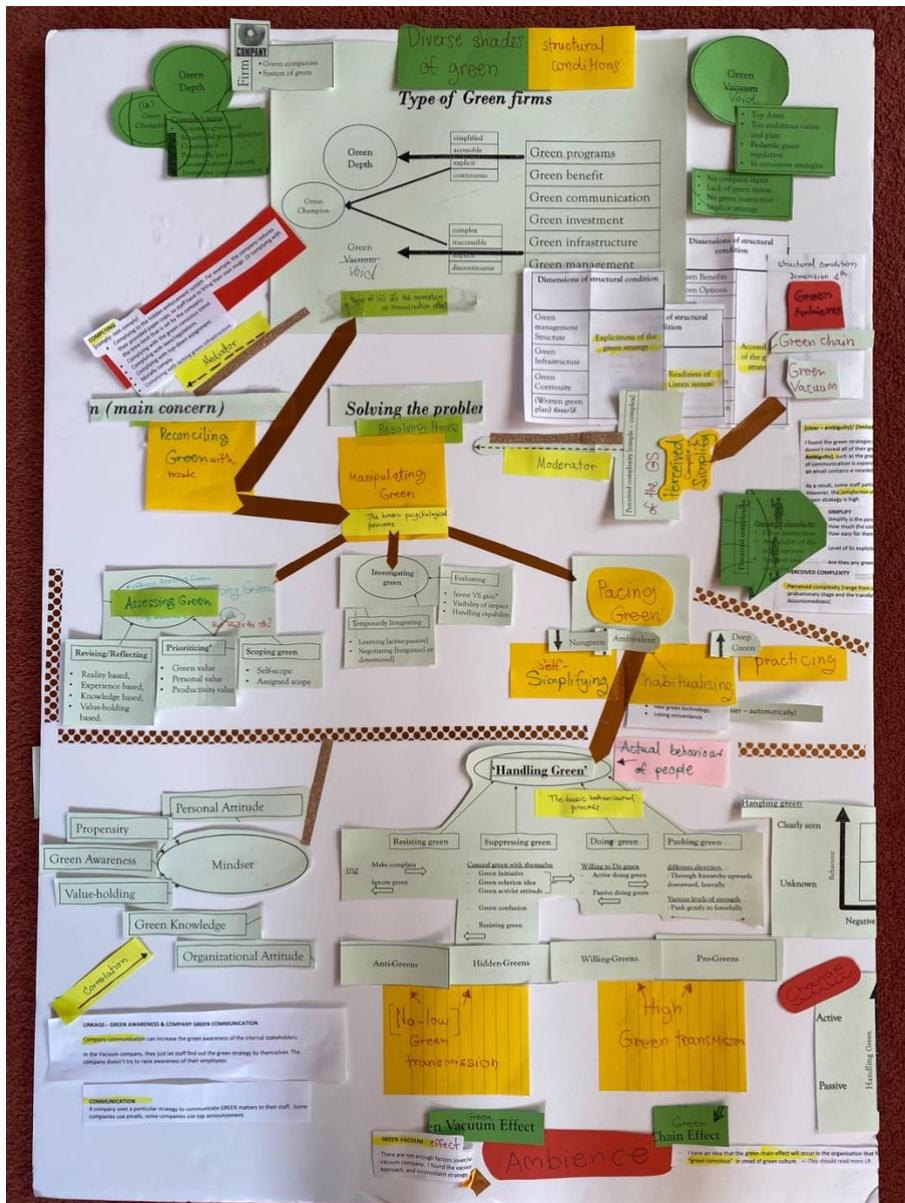
Give rate:

-
8. Please can you tell me why you have rated the ambience this way, and provide some specific experiences that you have observed to justify your answer?

Your answer:

|

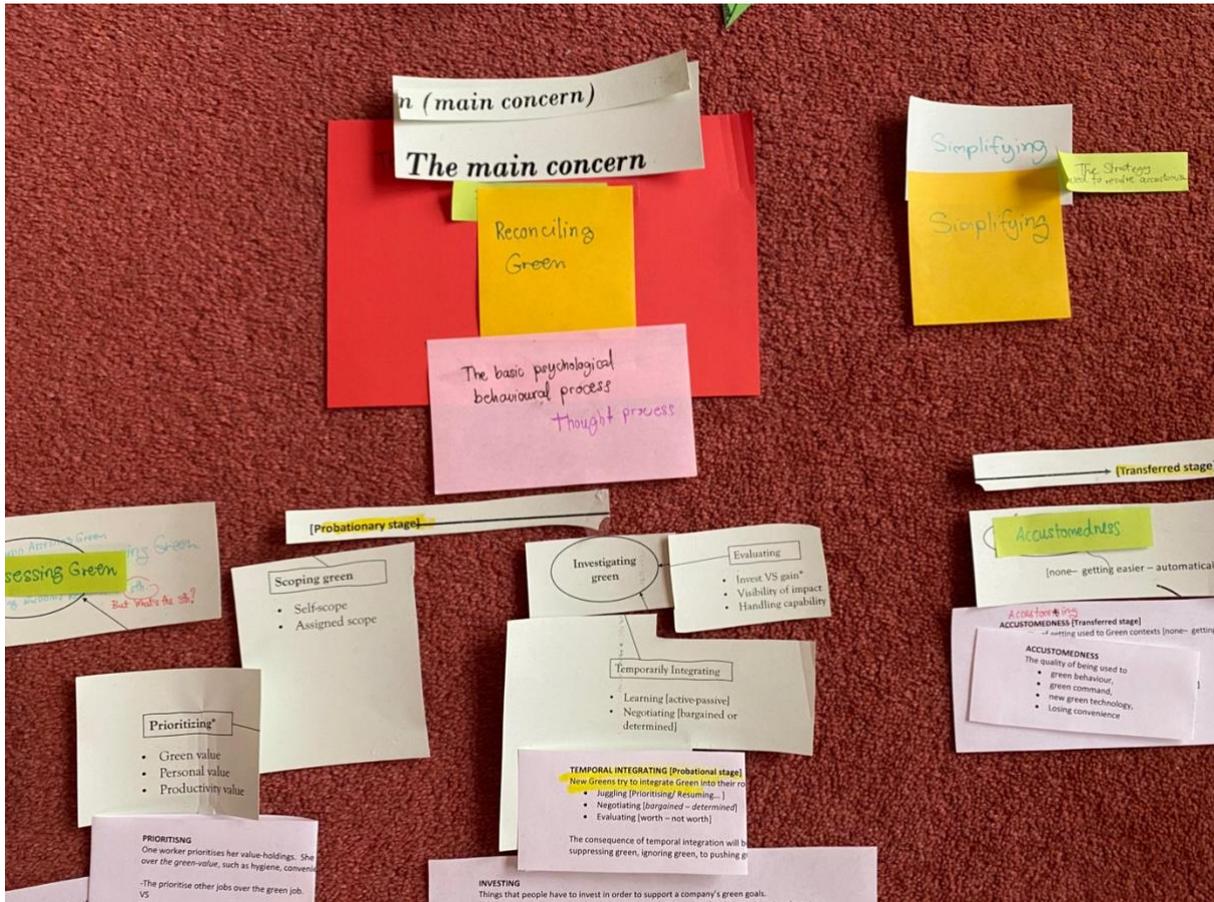
APPENDIX 7: The Process of Hand-Sorting the memos



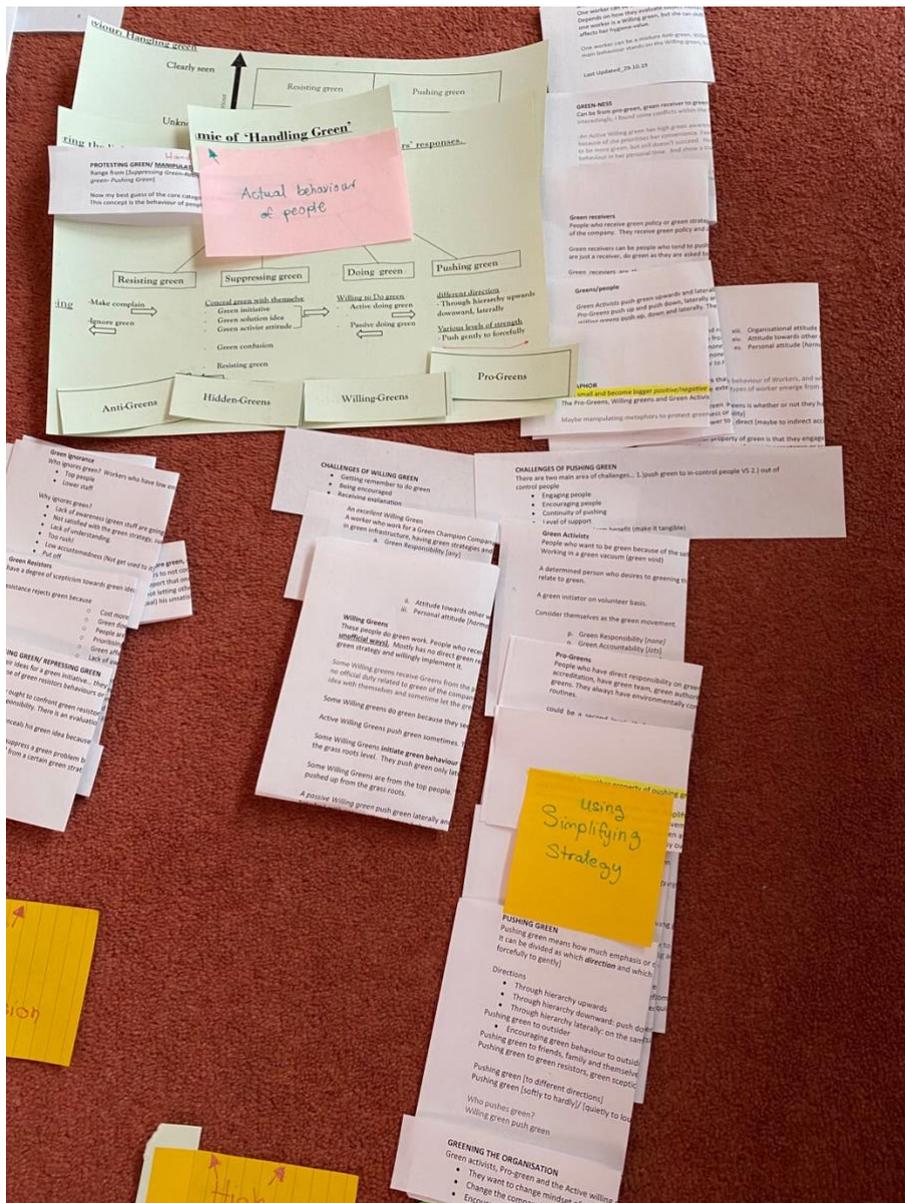
Picture 1 Results of Hand sorting memos on a whiteboard.



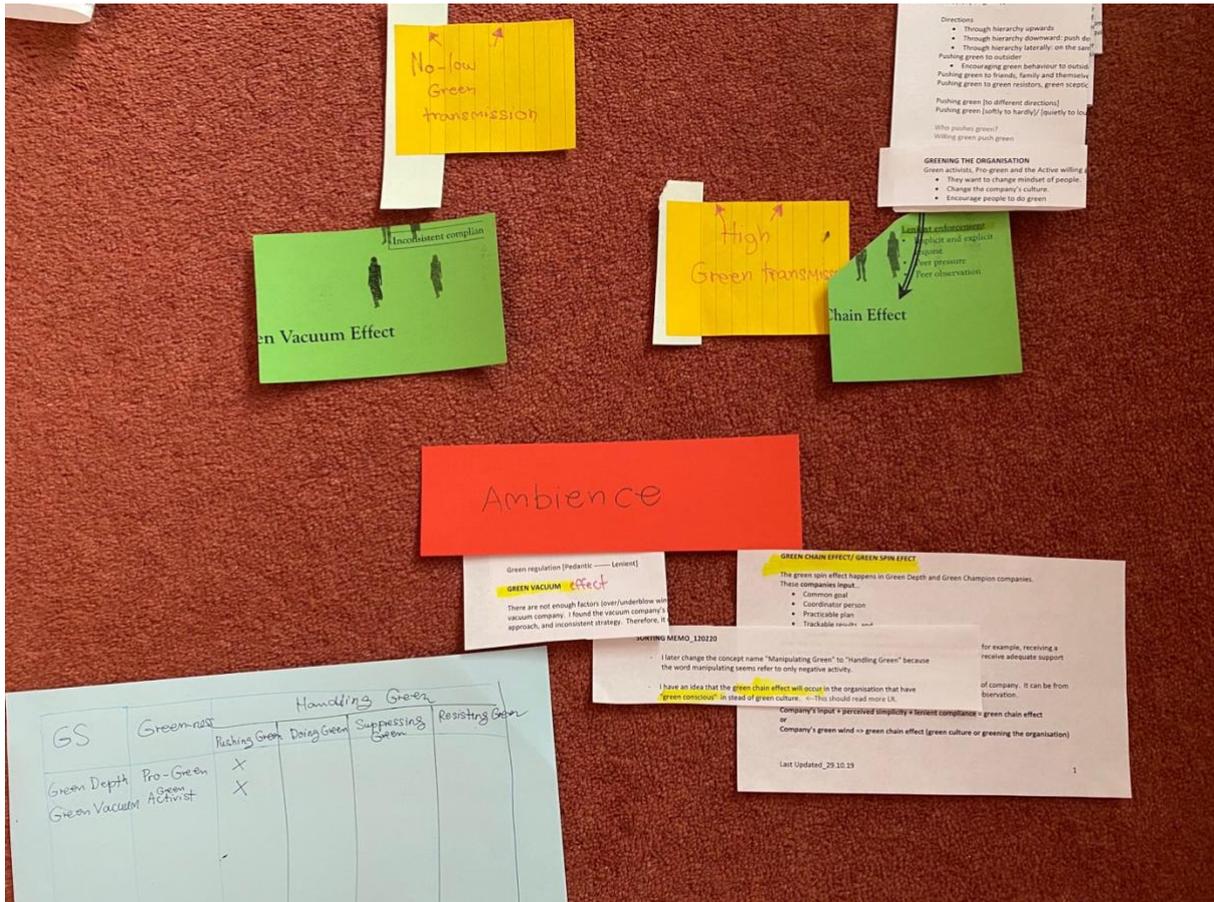
Picture 2 Hand-sorting memos: I was in the process of finding the best fits of the substantive codes and their related ideas from memos.



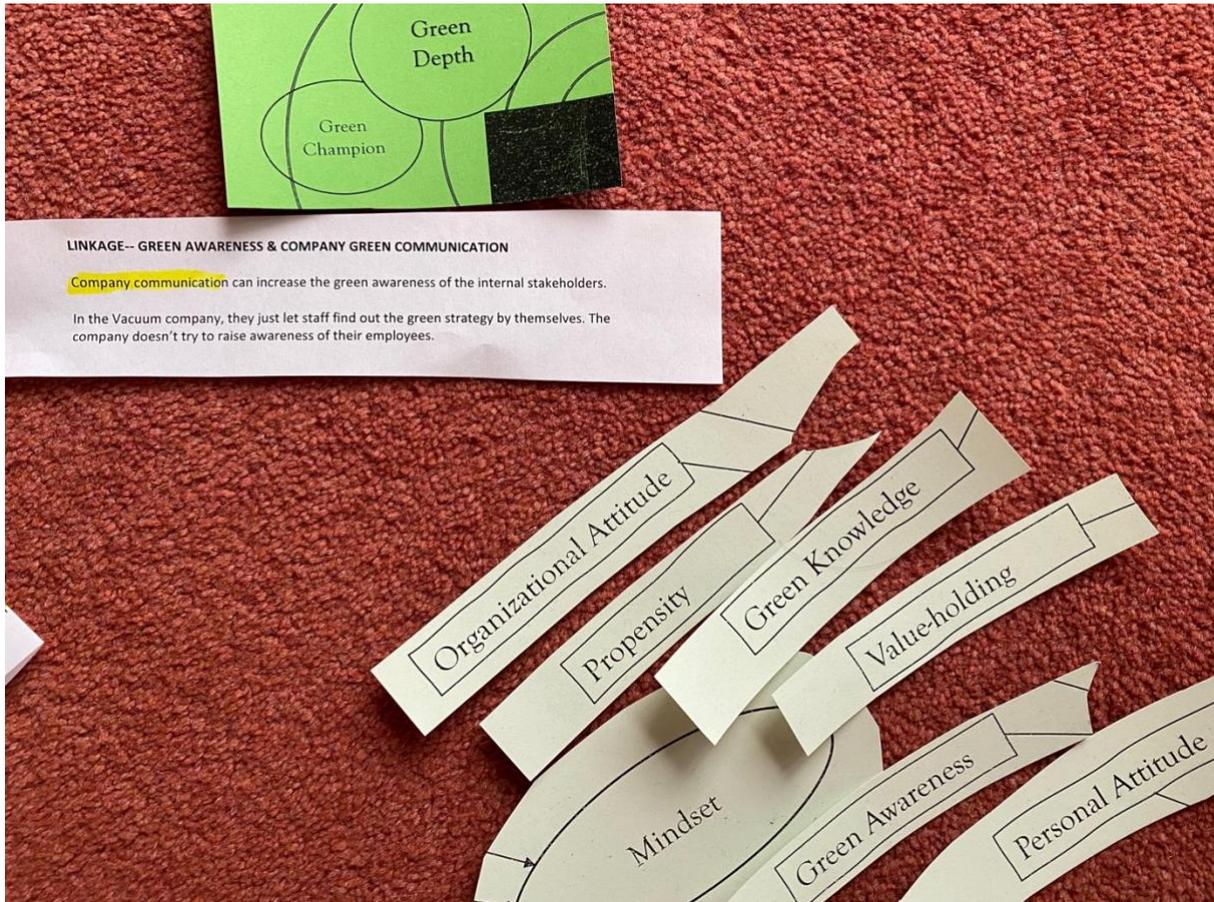
Picture 3 Hand-sorting memos: The emergence of the "Reconciling Green" concept.



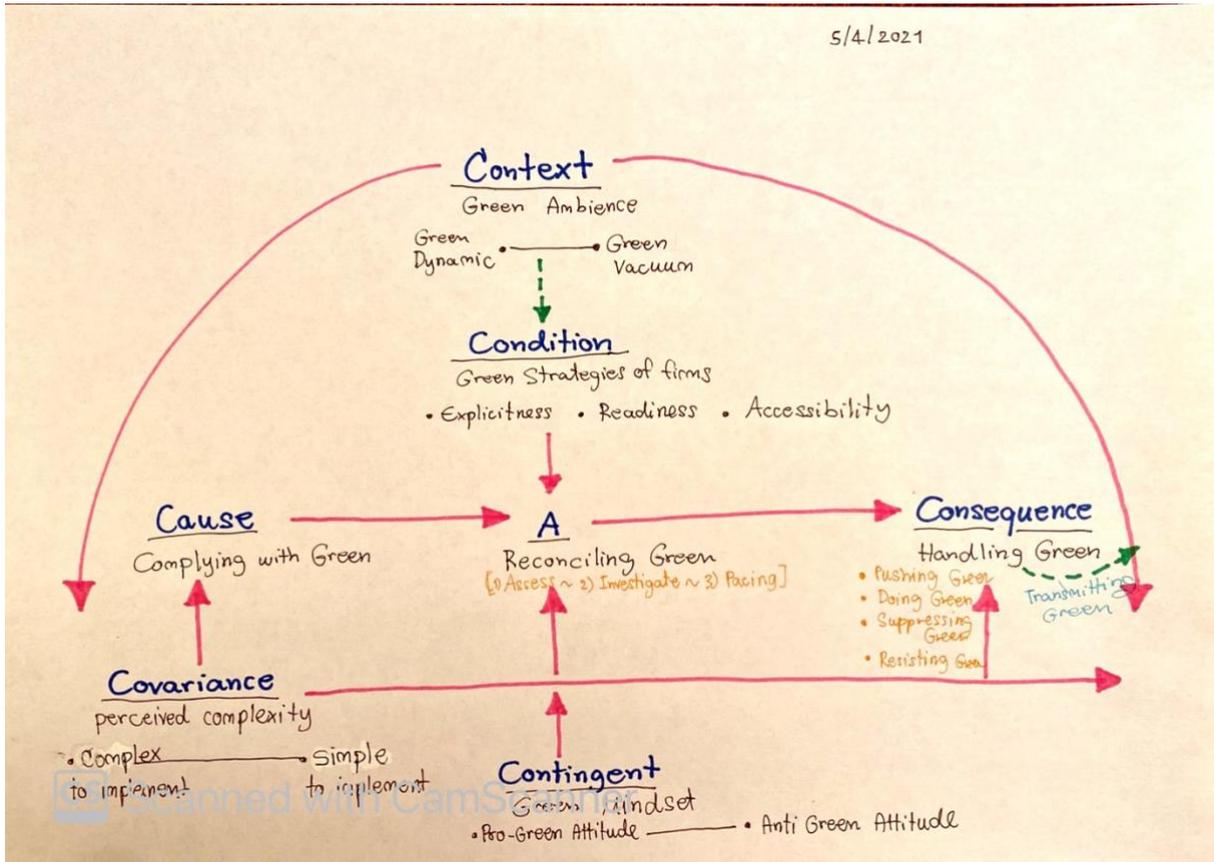
Picture 4 Hand-sorting memos: grouping the "Handling Green" category



Picture 5 Hand-sorting: spotting a gap in the theory related to the 'green ambience' concept, as few supporting memos were found.



Picture 7 Grouping the memos relating to the "Green Mindset" concept.



Picture 8 Using the 6Cs theoretical coding family, guided by Glaser (1978) to integrate concepts that emerged in the process of hand-sorting memos.

APPENDIX 8: Sample of my early memos as a result of data collection and analysis Phase One and Two.

MEMOS (last updated_29.10.2019)

PERCEIVED COMPLEXITY OF GREEN STRATEGY

The moderator variable of manipulating green. It is the perception towards the companies and green strategies. This moderator variable varies in people's basic behavioural process of manipulating green.

DIVERSE SHADES OF GREEN

The structural condition that the green receivers have to deal with.
In my theory the diversity is ranging from 'green void' to 'green depth'.

4 dimensions

Explicitness of the green strategy

Readiness of the green strategy

Accessibility of the green strategy

Ambience of the green strategy.

PACING GREEN

A property of 'manipulating green'

The Green receivers find the right rhythm for their green works, so that they can have enough energy to perform other work priorities that they have to do.

Pacing green comprises of 3 dimensions...

Simplifying
Habitualizing
Practicing

Simplifying is when people feel that they have to make green easier for them in order to allow them to reconcile green with other priorities. For example, an employee simplifies green by ignoring a certain complicated instruction, while still follows the rest of the other instructions.

Habitualizing is when people feel that they have got used to implementing green and they do it automatically, so they don't need to exert much energy to think about green anymore and they can focus on the other work priorities.

Practicing is when people feel that they want to carry more greens actions at work, for instance, an employee that wants to push green to more directions within an organisation, while the others might practice to ignore greens until they don't feel guilty about doing that because it becomes natural to them.

MANIPULATING GREEN

I have decided to propose Manipulating green because it demonstrates the way in which green needs to be balanced with an employees' other priorities at work. An analogy of this would be a mother who decides to manipulate her child's behaviour in order to create a harmony between her parenting duty and her professional work life. However, a mother may decide not to do this because she would feel guilty for controlling her child simply to make her own life easier. In the case of 'green', an employee may manipulate green in order to control their workloads and pace themselves to have enough time and energy to complete their non green work tasks.

The solving process to reconcile green with other priorities at work.

It comprises with 3 properties...

Assessing

Investigating

Pacing

*Manipulating green is my core category because it is the central concept that the layer links to.

PUSHING GREEN BEHAVIOUR

PRO-GREENS push green upwards, downwards, laterally, outwards WITHIN a *GREEN DEPTH COMPANY*.

GREEN ACTIVISTS (GREEN MOVEMENT) mainly push green from the ground upwards to a higher and wider (expand) hierarchy WITHIN a *GREEN VACUUM COMPANY*.

GREEN TRANSMISSION

There tends to be *high Green transmission* in a company that has many Pro-Greens and Willing Greens...

In contrast

There tends to be Low Green transmission in a company that is dominated by “Hidden Greens” and “Anti-greens” type of people.

TWO DIFFERENT AMBIENCES IN THE STRUCTUAL CONDITIONS

GREEN DEPTH company (Green Champion according to the literature)

I found from my analysis that the *green chain effect*, which is the ambience within the green depth company.

It is like a Wind turbine = When there is wind the wind turbine rotors will start spinning and generate electricity.

If there is not enough wind, the rotors of the wind turbine will not spin because there is not enough input.

If there is too much wind, for example in a storm, then the wind turbine will be overloaded with energy and will break down.

In the similar way, If the company puts in an adequate investment towards green, then there will be a positive green output.

“Green Chain effect” = I propose the “Green Chain effect”, which demonstrates that there will be a continuous sharing of information regarding green.

I may read more Literature about ‘green culture’.

Green strategy is enforced, however, this is done leniently, For example if any employee performed a negative action, which did not follow the green strategy of the company, then they will not be severely punished.

Instead, to enforce green the company will used peer pressure and peer observation. (Based upon their colleagues and their supervisors).

GREEN VACUUM company

I found ‘green vacuum effect’ = If there is not enough wind, the rotors will spin temporarily, which will cause the turbine to stop after a short period of time. If the wind turbine is to spin again, it must receive at least the same amount of wind input. It creates the green vacuum ambience within the company.

If there is not enough wind, the rotors of the wind turbine will not spin because there is not enough input.

DYNAMICS OF HANDLING GREEN

Dynamics = it can change depending on an employees’ current assignment.

It can move and react.

Employees will react to new green strategy based upon their personal process of ‘reconciling green’.

Shifting and transition can predict the propensity of people’s Handling of green.

Shifting and transition can help to determine the propensity of people’s Handling of green.

SHIFTING One worker can be the mixture of a resistor, willing green and green activist. Depends on how they evaluate subject matters’ values in each circumstance. For example, one worker is a Willing green, but she can shift to be a green resistor if the green’s matter affects her cleanliness value.

TRANSITIONING/ SHIFTING Hidden greens may transition... come out as a green... and become a willing green. Green receivers can be people who tend to push green within the company. Or people who are just a receiver, do green as they are asked to do. Pro-greens can become just green receivers if they have high degree of suppressing green.

(Passive) Willing green can become ignorant to 'green' sometimes. There can be a shift between Willing green, Pushing green, Resisting green and Green activist in one worker, depending on each particular green strategy and the outcome of prioritising & evaluating process. Pushing green (forcefully) can become Suppressing green. Suppressing green can become green Activist.

Passive Willing green are the people who are willing to do green and when they don't understand something relating to green, they will choose to stay quiet instead of asking question. In contrast, Active Willing green are the people who are willing to do green and when they don't understand something relating to green, they will actively choose to ask others to explain to them. (They are more willing to seek help or seek advice regarding green).

RECONCILING GREEN

The definition from Oxford Dictionary: Reconcile something (with something) refers to – “to find an acceptable way of dealing with two or more ideas, needs etc. that seem to be opposed to each other”.

I can see that the Green receivers is trying to reconcile the need for maintaining the productivity value, personal value with a concern for the environment.

Reconciling Green has three sub-categories as below...

Assessing green

Investigating green

Accustoming to green

To offset the difference between the green strategies of the company and the employees' core assignments relating to green.

PERCEIVED SIMPLICITY

Simplify is the perception of Greens toward the process of a company's green strategy.

How much the company reduces the complexity of the green strategy.

How easy it is for them to make the green task.

Level of its explicitness [Perceived clarity- Perceived lucidity]

Are there any green option available?

When sorting the memo for the 3rd time, I found 'simplify' in three places as below...

Between the company and 'Reconciling green', which is my people's main concern.

It shows to what extent people *Perceived Simplify* a green strategy of the company.

Perceived complexity towards the company's green strategy.

Between 'Investigating green' and 'Accustoming'.

People use Simplifying Green as their strategy to get used to the green strategy of the company.

Simplifying green = breaking down green from perceived complex issues into easier to understand issues to them.

For example, some people choose to ignore a particular green instruction that they perceive is too complex, while following the rest of the instructions.

A Willing green is willing to recycle cardboard and plastic boxes but choose to ignore peeling sticker badges as instructed by the company.

Pro-greens in a Green Depth company use 'Simplifying' as a strategy to push green in every direction.

PRIORITISING

It is a sub-category of Assessing Green. I found that people prioritise three values when assessing green: Green Value, Personal Value or Productivity Value.

Some 'Green receivers' prioritise Green and Productivity equally, while the others prioritise green less than productivity value. For example, prioritising Green at 40% and Productivity at 60%.

PERCEIVED COMPLEXITY

Perceived complexity [range from simple to complex] is the moderator between the probationary stage and the transferred stage. (or between Investigating green and Accustomedness)

ASSESSING (THE GREEN IMPACT)

It is the main concern of Greens. There are three properties; 1) Prioritising, 2)Revising/Reflecting, and 3) Scoping green.

And 3 dimension; 1) Deep green, 2)Ambivalent, 3)Ungreen.

LINKAGE-- GREEN AWARENESS & COMPANY GREEN COMMUNICATION

Company communication can increase the green awareness of the internal stakeholders.

In the Vacuum company, they just let staff find out the green strategy by themselves. The company doesn't try to raise awareness of their employees.

GREEN CHAIN EFFECT/ GREEN SPIN EFFECT

The green spin effect happens in Green Depth and Green Champion companies. These companies input...

Common goal
Coordinator person
Practicable plan
Trackable results, and
Interactive communication

Also, the internal stakeholder *perceived simplicity* to do green, for example, receiving a clear instruction, green options are available, and also the staff receive adequate support and empathy from the company.

I found the “lenient compliance” environment within this type of company. It can be from an implicit enforcement, such as from peer pressure and peer observation.

Company’s input + perceived simplicity + lenient compliance = green chain effect
or

Company’s green wind => green chain effect (green culture or greening the organisation)

Green regulation [Pedantic ----- Lenient]

GREEN VACUUM

There are not enough factors (over/underblow wind) to create a green spin in the Green vacuum company. I found the vacuum company’s inputs are too ambitious, only top down approach, and inconsistent strategy. Therefore, it creates a discontinued momentum.

SORTING MEMO_120220

I later change the concept name "Manipulating Green" to "Handling Green" because the word manipulating seems refer to only negative activity.

I have an idea that the green chain effect will occur in the organisation that have "green conscious" in stead of green culture. <--This should read more LR.

PERCEIVED SIMPLIFY

Availability of the Green options

RESITING GREEN

Resisting green in two forms.

Complain green

Ignore green

COMPLYING

[comply- non comply]

Complying to the hidden enforcement system. For example, the company reduces their provided paper cups, so staff have to bring their own mugs. Or complying with the time-limit that is set by the company.

Complying with the green conscious trend.

Complying with laws/regulations.

Complying with top-down assignment.

Morally comply.

Complying with lacking green infrastructure.

COMMUNICATION

A company uses a particular strategy to communicate GREEN matters to their staff. Some companies use emails, some companies use top announcement.

The strategy a company uses to communicate the green matters would be...

[clear – ambiguity]/ [limited-expanded]

I found the green strategies of the ‘Green Depth company’, especially the ‘green champion’ doesn’t reveal all of their green strategies to all staff. It is in the middle of [Clear and Ambiguity], such as the green strategy that involves green innovation. However, the quality of communication is *expanded*. They communicate their green matters to all staff by using an email contains e-newsletter.

As a result, some staff partially understand the green plan of the company.

However, the *satisfaction attitude* towards ‘partially understand/aware’ of the company’s green strategy is high.

TRIGGER OF CHANGE

Having kids make GREENS '*revise and reflect*' their attitudes which affect some type of change.

Changing perspective

Concern more for future

Bring into a new area of conversation with other parents

The workers who have kids change their attitude and being more green [having a new mindset]. Then, they bring their new mindsets into the other workers who also have kids, through formal and informal conversation.

Another trigger of change or shift can be the "Tiredness".

REVISING/REFLECTING

Reality based,

Experience based,

Knowledge based,

Passion based.

-revising and reflecting self-performance

- revising and reflecting organisational performance (as part of the green team)

'Revising/ reflecting' is the trigger of change. It's the process before committing change.

ACCUSTOMING (PREVIOUS NAME->ACCUSTOMEDNESS) [Transferred stage]

The quality of getting used to Green contexts [none– getting easier – automatically]

Accustoming is the process of a respondent getting themselves accustomed to green.

INVESTIGATING GREEN CONTEXT [Probationary stage]

New Greens try to integrate Green into their routine life. [personal & work life]

Juggling [Prioritising/ Revising/ Reflecting/ Comparing...]

Temporarily Integrating [Learning, such as active OR passive /Negotiating, such as *bargained OR determined*]

Evaluating, such as *worth OR not worth*

The consequence of 'investigating a green context' would be driving the behaviour [opposing green, suppressing green, ignoring green, to pushing green]

CHALLENGES OF WILLING GREEN

Getting remember to do green

Being encouraged

Receiving explanation

Make the most from what already available

CHALLENGES OF PUSHING GREEN

There are two main area of challenges... 1.)push green to in-control people VS 2.) out of control people

Engaging people

Encouraging people

Continuity of pushing

Level of support

Convincing long-term benefit (make it tangible)

GREEN AWARENESS

Having environmentally conscious [strong – mind -none]

Having green knowledge [expert -amateur]

Can be a property of 'mindset'.

Interestingly, Greens who have a high level of Green Awareness, they still choose not to do green sometime.

Interview people can increase the interviewee's green awareness. I find that some people accepted that they will increase level of their green behaviour after getting an interview. Jen and Thamas also has changed to be more green after getting an interview.

EVALUATING

Worth or not worth (to push green)

Pros & Cons

Tangible benefits (such as gain more money) OR intangible benefits (such as benefit to the planet, feeling less guilt, feeling fulfilled, adding self-esteem)

Loss & gain

How much to invest (Can I handle it?)

The level/Visibility of impact (of their jobs that involve the nature environment)

Likelihood of getting accepted/approved. (there is a possible strong relationship between evaluating the likelihood of getting approved with the 'Suppressing Green')

Prioritisation (green or productivity of work)

Winner parties (win-win?)

Availability of the Green options

Evaluating contains 'investing' and its property... people evaluating what they have to 'invest' and what will they gain. Then they chose to be Willing Green, Pushing Green.... And so on.

This is going to be the feedback loop (see the MEMOS Map folder → file 'FeedbackLoop_12.10.19)

Evaluate before doing green VS Evaluate after doing green. (Can be dimension of Evaluating)

This incident might be a good description...how GREENS evaluate the green behaviour of the company.

"It depends people in the organisation, especially people in the management if they don't care. Then if they're actively being unethical or they are just lateness...like if they don't care enough to make an effort, rather actively try to be damaging" (Int002_178/179)

Evaluate GREEN-Quick-Easy and no cost TASK → Willing Greens prefer to support it.

COMPLAINING GREEN

The resisters choose whether to ignore green, complain green or suppress green.

Choose to ignore green refers to not comply and not pay attention to do green.

Complain green refers to report that one is unhappy or not satisfied about green.

Suppress green refers to not letting other people know that he doesn't agree with green but suppress (conceal) his dissatisfaction with himself. Some people suppress green unconsciously.

CHANGE

Trigger [Revising Attitude, Reflecting oneself, Facing obstacle, Receiving green information/strategy, Being too passive or active, Get provoked to talk about green, Life stage change, Work position change]

Transition [low awareness to deeper awareness]

Shifting [from Willing Green to Ignorance], [from Willing Green to Resistor], [Hidden green to Willing green], [from Hidden green to Pro-Green], [from Passive Willing green to Active Willing green]

Triggers of change have 'opened up new doors' (Int004_32)

GREEN SYSTEM (Macro and Micro structural condition)

Enforced condition - Voluntary condition

Formal – Informal green system

Active green - Passive green

None – High Green ranking

Small - Large company

Follower – Leading company

Top down - Bottom up ("ground street actions, but need a top down promotion"

Int002_32)

Diversity of people [narrow-wide]

The green depth champion has 'formal and informal green system/ Top down and bottom up company culture/ wide diversity of people.

TEMPORAL INTEGRATING [Probational stage]

New Greens try to integrate Green into their routine life. [personal & work life]

Juggling [Prioritising/ Resuming...]

Negotiating [bargained – determined]

Evaluating [worth – not worth]

The consequence of temporal integration will be driving the behaviour [opposing green, suppressing green, ignoring green, to pushing green]

PROTESTING GREEN/ Handling green (What's the best imagery words?)

Range from [Suppressing Green-Resisting Green-Complaining green- Ignoring Green- Willing green- Pushing Green]

Now my best guess of the core category to which other concepts are related.

This concept is the behaviour of people.

INVESTING

Things that people have to invest in order to support a company's green goals.

This can be a property of Evaluating... people evaluating what they have to invest and want will they gain. Then they chose to be Willing Green, Pushing Green.... And so on.

Time

Money [none-lots]

Effort

Convenience

Comfort

Productivity

Confidence

*Invest VS gain =People are looking for what the Win-Win

ACCUSTOMEDNESS

The quality of being used to

green behaviour,

green command,

new green technology,

Losing convenience

GREEN MINDSET

Active vs Passive

Optimistic Vs pessimistic

A passive Willing green push green laterally and gently.

For example, some passive Willing Greens don't want to push green at all because their pessimistic attitude. They afraid that other receivers would think they are an odd, too extreme and social-misfit person.

Another passive Willing green are satisfied with the current green strategies.

Green Mindset is comprising several Attitudes. Can be [*None-green attitude – Green attitude*]

Awareness can be a property of Green Mindset. Can be [*None-green awareness – full Green awareness*] /

Realising [recently – some time ago]

ATTITUDE

Attitude is a property -what are the range of attitudes...**is it in fact acceptance to scepticism?**

I found attitude toward green behaviour of company, themselves, and other individuals.

Personal attitude... [degree from harmonious to conflicted]

Organisational attitude...[degree from satisfied to dissatisfied]

Attitude towards others...[degree from perspective-taking to egocentric]

I also found disharmony between personal green attitude and organisational green attitude.

I found people have an attitude that they don't care what the motivation, they care just the consequences of the action. How can I call this kind of attitude and where it can fit in?

Attitude toward human's green behaviour [positive – negative]

Attitude toward green strategy of firm [satisfied- dissatisfied]

Attitude toward general management style of the company [top down- bottom up]

Attitude toward other workers [perspective taking- egocentric]/ [positive-negative]

Attitude toward oneself [harmonious- conflicted]

Attitude toward capability [humble – proud]

How attitude of 'Change'?

What attitude has changed?

Some people 'Suppress green' because I presume that people would think they are odd or awkward, especially workers who work in the no pushers environment or lots of Green ignorance or green resistance. (Int012&013)

PERSONAL CONSCIOUS

People view the green's matter depends on each's personal conscious.

Green strategy has to combine with some extents of the personal green conscious, then people will do green?

PRIORITISING

One worker prioritises her value-holdings. She stresses the important of something else over *the green-value*, such as hygiene, convenience, comfortable, productivity.

-The prioritise other jobs over the green job.

VS

Prioritise 'green' over other jobs.

-Prioritise the reason of going green

VS

the end result of doing green.

SHIFTING

One worker can be the mixture of a resistor, willing green and green activist.

Depends on how they evaluate *subject matters' values* in each circumstance. For example, one worker is a Willing green, but she can shift to be a green resistor if the green's matter affects her hygiene-value.

One worker can be a mixture Anti-green, Willing-green and Pushing green. Whereas the main behaviour stands on the Willing-green, but the result of ambivalent assessment lead to the bargained investigating. And then she shifts from Willing-green, to resistant and pushing sometime.

GREEN STRATEGY

“find the quick and easy win overlap” (Int002_143).

Provide options+ quick and easy win = people will get encouraged to do green. (my idea from 002_144)

Can be classified as [Green Depth VS Green Vacuum]

Explicitness [Implicit – Explicit]

Enforcement [*Enforced -negotiated- voluntary*] Can be seen from the written green strategy and/or the availability of the green options.

Infrastructure [None- limited- full]/ [basic – advance]

Complexity [*Simple – Complex*] Ex. People will do this or that according to its complexity?

Management [*Basic – Advance*] Ex. Using green recruiting system, having appraisal system (award & recognition), green plan

Structure [*unformal – formal*] → Are there any official staff, or unofficial staff. Any official green framework.

Pervasiveness [None – limited- Expanded] → The area of the green strategy's presence/ green partnership

Continuity [*low – high*] → refers to the continuity of the green strategy implementation over a period of time.

Development [passive – active]

Green Investment [low - high]

Incentive [none-high]

Engagement [limited-expanded] →GS that can engage wider staff almost every Greens Workers, which is not limited to only The Willing Green. / Engage other people outside the company.

Benefits [single, mutual, multi]

Communication [clarity – ambiguity]/ [limited-expanded]/ [one-two ways]

Green Depth company

Explicitness [Clarity – Lucidity]

Enforcement [Enforced - voluntary]

Infrastructure [*limited- full*]

Complexity [Simple – Complex]

Management [Basic – Advance]

Structure [Unformal - Formal]

Pervasiveness [None – *limited- Expanded*]

Continuity [low – high]

Development [passive – active]

Green Investment [low - high]

Engagement [limited - expanded] →GS that can reach wider staff almost every Greens Workers, which is not limited to only The Willing Green.

Benefits [single, mutual, multi]

Communication [clear – ambiguity]

Green Vacuum company

Explicitness [*Lucidity*]

Enforcement [*voluntary*]

Infrastructure [*None- limited*]

Complexity [Simple – Complex]

Management [*Basic*]

Structure [*Unformal*]

Pervasiveness [None – *limited*]

Continuity [*low*]

Development [passive – active]

Green Investment [low]

Engagement [limited - expanded] →GS that can reach wider staff almost every Greens Workers, which is not limited to only The Willing Green.

Benefits [single, mutual, multi]

Communication [clear – ambiguity]

How I should call a company that being in between Green Depth and the Green Vacuum? They have...

Green Investment [low]

Infrastructure [*limited*]

Green Activities [expanded]

Communication [clear – ambiguity]

What are the control and audit system of companies? I found one uses ‘Peer Pressure’. (Int008_60)

The green depth champions don’t have a full level of explicitness. They keep some green strategy as the secret (implicit) and limit number of people who can get involve or who can know a certain information (no clear communication). (Int007_59/60)

NEW GREENS

Probation stage = stage of willing to lose convenience and comfortable. And try to adjust themselves to get used to with being green. Being inconsistent in green behaviour.

Negotiating stage [Bargained- Determined]

Become Established/ Disconnected

METAPHOR

Start small and become bigger *positive/negative* impact.

The Pro-Greens, Willing greens and Green Activists have this kind of metaphor.

Maybe manipulating metaphors to protest green.

REVISING

Revising attitude by self-reflection questioning.

PROPENSITY

How likely Greens to do something. / What factor that is the decision making of actors.
(reasons of doing things)

Active willing greens are likely to become green activists when have to work in a green vacuum company.

The Activists are likely to make green happens, rather than giving up.

The Activists are likely to form a green team from the grassroot level.

The Activists are likely to use the guerrilla green strategy.

The Activists are likely to push green until getting a tangible result, such as, getting a green certificate.

Passive willing greens are likely to reveal their 'suppressing greens' and become Active willing greens, once they have been provoked their green thoughts.

The willing greens can tolerate a certain level of uneco-behaviour of the company.

Passive Willing green who fails 'Temporarily Investigating' and 'None accustomedness' is likely to giving up the green work.

A highly Active Willing green seeks to join a green company.

A Passive willing green is likely to ignore green or resist green if it's proved that green cause less convenient or comfortable.

PERSONAL CONSCIOUSNESS

An attitude towards green behaviour of individual

SCOPING GREEN

Pushers decide to what extent they will push and emphasis that they cannot enter or pass the boundary.

Green receiver who is willing to do green set the limit of her boundary as just a receiver or can be an initiator.

Set the limit of pushing green [degree from narrow to expand]

For example, green activist won't touch the boundary of managers' authorities.

A Green activist (Pro-green or Pushing green) expands green work boundary quite far beyond their assigned framework, but also have some extents of knowing the limit.

Scoping green or SET THE LIMIT can be related to Suppressing green and Pushing green.

A Willing green sets the limit of his boundary in what way ????????

I found that a Willing green set the boundary of their behaviour between [what to follow and what not to follow].

A Willing green is scoping green to not conflict with her main task. (Prioritise the value of her main job first).

PUSHING GREEN STRATEGY

Direction targeted, The level of emphasis(strength)

'Encouraging' is a property of pushing strategy. [by self-interest, organisational interest/goal, environmental interest]

Pushing downwards by encouraging people.

Any other pushing directions I can find 'motivating' strategy?

'Infecting' pushers who are on the top or lower level staff use 'infecting strategy' to spread their positive green passion to others (higher, lateral, external) . **Infecting Strategy includes**

[Convincing + Explaining + Inputting+ showing + demonstrating]

'Convincing' is another property of pushing green strategy. [tangible monetary to non-monetary] / or [single benefit, two-ways benefits, mutual benefits to plurality benefits]

I found 'convincing' in both pushing green directions: upwards and downwards.

‘Engaging’ is another property of pushing green strategy. [separate to stretch] / or [Low involvement-full involvement]/ [within or outside]/ [Acceptor to resistor]/ Top to Bottom]

‘Simplifying’ is another property of pushing green strategy. Three dimensions: Quick, Easy and Affordable

New pusher starts pushing green with simplifying green work. (such as make it a smaller tasks, quicker results, making small improvement quicker.)

Push upwards by stressing on making green affordable or no cost to do green.

Push downwards by finding quick and easy overlap to be the starting point.

‘Providing guideline’

‘Consulting/Supporting’ is another property of pushing green strategy. [experienced or green expert]/ Limited period or Full]

‘Explaining’ can be another property of pushing green strategy.

‘Inputting’

‘Spread out the green messages’

‘filter down to the individual’ (individually targeted)

‘Gently push/ hardly push/ Grouply push’

‘Seeking help’ should be a property of pushing green strategy

‘Continually’ Int009_44 always keep an eye to audit ungreen behaviour and push green hardly and forcefully right away, such making argument or criticise. **A green watchdog?**

‘Using non-verbal or eye contacts’

'rectifying' for example, the big boss of the company INT012 doesn't care about green, having uneco-friendly behaviour and Int012 quietly re-use her boss's single printed paper, quietly.

GREEN RECEIVERS

Can be from pro-green, green receiver to green scepticism, and to the green resistance.

Interestingly, I found some conflicts within the Greens' behaviour...

-An Active Willing green has high green awareness, but still choose uneco-friendly choice because of she prioritises her convenience. Feel bad, want to be an authentic green, trying to be more green, but still doesn't succeed. However, she tries to commit uneco-friendly behaviour in her personal time. And show a truly green behaviour only within her organisation.

-A Passive Willing green feel guilty of choosing ungreen choice but still doesn't try to fix it. Because she doesn't want to put too much effort into it.

Green receivers

People who receive green policy or green strategy. Mostly has no direct green responsibility of the company. They receive green policy and implement it.

Green receivers can be people who tend to push green within the company. Or people who are just a receiver, do green as they are asked to do.

Green receivers are the workers who receive green strategies and decide whether to implement them or not.

Greens/people

Green Activists push green upwards and laterally, may push outwards a little;

Pro-Greens push up and push down, laterally and push outward a lot;

Willing greens push up, down and laterally. They may push outwards a little.

Workers

is a Neutral concept. Its list of properties and relevant degree are;

Green Responsibility [degree from *none, indirect to direct*]

Green Accountability [from *none to lots*]

Green Accreditations [from none, low level to high level]

Green Authority [from *lower to higher level*]

Responsibility refers to work that they are required to do.

Accountability refers to the extent that they can be relied upon to do green work properly.

Accreditations are past green achievements or green awards, OR being an official owner of the business or a business partner.

Authority refers to the power to assign green work.

Pro-Greens

People who have direct responsibility on green jobs, being green experts, got green accreditation, have green team, green authority, accountability and work for pervasive greens. They always have environmentally conscious in organisations or their personal routines.

could be a second level. (Referred to my July's report I previously named it as 'Green accountability')

Green Responsibility [*direct*]

Green Accountability [*lots*]

Green Accreditations [*high level*]

Green Authority [*high level*]

Green attitude [Pro attitude]

Organisational attitude [can be *satisfaction to dissatisfaction*]

Attitude towards other workers [*perspective taking to egocentric*]

Personal attitude [*harmonious*]

Willing Greens

These people do green work. People who receive green from the pushers (official or unofficial ways). Mostly has no direct green responsibility of the company. They receive green strategy and willingly implement it.

Some Willing greens receive Greens from the pushers who is just their colleagues and has no official duty related to green of the company. This type of pusher suppresses the green idea with themselves and sometime let the green idea to other staff.

Some Willing greens do green because they see the benefit in other ways.

Active Willing Greens push green sometimes. They push green upwards and laterally.

Some Willing Greens initiate green behaviour within their companies and implement it in the grass roots level. They push green only laterally.

Some Willing Greens are from the top people. They approve green initiatives that has been pushed up from the grass roots.

A passive Willing green push green laterally and gently.
Satisfied with organisational green behaviour.

A passive Willing green has *a degree of ignorant*, so sometimes they don't do green as they have been asked to do.

A passive Willing green can become an active Willing green depends of the level of 'Simplify'.

An *active* Willing green 'push green'.

Willing Green can be people who are in the TOP, they has been pushed green and willing to support green as a result.

Some Willing greens are as a result of going with the flow... they saw others in their workplace implement green then they follow.

Green Responsibility [*indirect*]
Green Accountability [*any*]
Green Accreditations [*any*]
Green Authority [*any*]
Green attitude [Pro to less pro attitude]
Organisational attitude [can be *satisfaction to dissatisfaction*]
Attitude towards other workers [*perspective taking to egocentric*]
Personal attitude [conflicted to harmonious]

An *excellent* Willing Green

A worker who work for a Green Champion Company. [High green reputation, high investment in green infrastructure, having green strategies and green policy]

Green Responsibility [*any*]
Green Accountability [*any*]
Green Accreditations [*any*]
Green Authority [*any*]
Green attitude [Pro]
Organisational attitude [can be *satisfaction*]
Attitude towards other workers [*perspective taking to egocentric*]
Personal attitude [*harmonious*]

Green ignorance

Who ignores green? Workers who have low environmentally awareness.

Top people

Lower staff

Why ignores green?

Lack of awareness (green stuff are going around within their workplace).

Not satisfied with the green strategy, such as it's not worth to do green.

Lack of understanding.

Too rush!

Low accustomedness (Not get used to it)

Put off

Laziness

Tiredness

Low provided green facility

Green Resisters

have a degree of scepticism towards green ideas.

Resistance rejects green because

Cost more to be green,

Green doesn't support sales volume,

People aren't get used to the green system,

Prioritising other jobs/projects over green,

Green affect work productivity,

Lack of awareness,

Careless

Uncertainty

Long-term payback

Losing convenience & comfort

Perceived low-value

Pedantic green

Green Responsibility [*none to indirect*]

Green Accountability [may 'low' I'm not sure yet]

Green Accreditations [*none*]

Green Authority [could be none to lots]

Green attitude [Against]

Organisational attitude [can be *satisfaction to dissatisfaction*]

Attitude towards other workers [*perspective taking to egocentric*]

Personal attitude [*conflicted*]

Hidden Greens

(Referred to my July's report I previously named it as 'Green-wait')

People who want to get involve in green but still having other job commitments and their own responsibility in their day to day work.

Hidden greens want to do green but they rather wait until they come across a particular green strategy that doesn't require any trade-off, such as a green strategy that won't make their lives less convenient.

A hidden may have indirect or no green responsibility. And may be no direct accountability. **Those hidden greens who have direct accountability are avoiding part of their job?**

Green Responsibility [*none*]

Green Accountability [*none*]

Green Accreditations [*none*]

Green Authority [*none*]

Green attitude [Pro or *Against* I'm not sure]

Organisational attitude [*any*]

Attitude towards other workers [*any*]

Personal attitude [*conflicted*]

Green Activists

People who want to be green because of the self-believe.

Working in a green vacuum (green void)

A determined person who desires to greening the organisation despite the job role does not relate to green.

A green initiator on volunteer basis.

Consider themselves as the green movement.

Green Responsibility [*none*]

Green Accountability [*lots*]

Green Accreditations [*any*]

Green Authority [*none*]

Green attitude [Pro]

Organisational attitude [*dissatisfaction*]

Attitude towards other workers [*perspective taking to egocentric*]

Personal attitude [*harmonious*]

What varies the behaviour of Workers, and what the effect of this behaviour. And perhaps there are more types of worker emerge from my first phrase analysis.

A property of greens is whether or not they have green responsibility [Direct to Indirect green responsibility]

Accountability ... direct [maybe to indirect accountability]

Another property of green is that they engage in green work.

Another property of green is acceptance or scepticism of green practice.

Property ...indirect responsibility, green accountability...

Green

Green responsibility [none to full... or whatever the relevant continuum is]

Another property of greens is their visibility ...[degrees from high visible to hidden]

Is greens the right concept name for those people who reject green? Should there be another concept of all 'workers' and these have the properties that we are discovering here? And then Greens emerge as a result of the degree of each property that applies to them. For example: Workers have a property of direct green responsibility (none to lots).

Active Greens have direct green responsibility

DIFFERENTIATE BETWEEN THE TYPES OF PEOPLE AND THEIR BEHAVIOURS.

TRANSITIONING/ SHIFTING

Hidden greens may transition... come out as a green... and become a willing green.

Green receivers can be people who tend to push green within the company. Or people who are just a receiver, do green as they are asked to do.

Pro-greens can become just green receivers if they have high degree of suppressing green.

(Passive) Willing green can become the green ignorance sometimes.

There can be **shift** between Willing green, Pushing green, Resisting green and Green activist in one worker, depends on each particular green strategy and the outcome of prioritising & evaluating process.

Pushing green (forcefully) can become Suppressing green.

Suppressing green can become green Activist.

GREENING THE ORGANISATION

Green activists, Pro-green and the Active willing green seek to green the organisation.

They want to change mindset of people.

Change the company's culture.

Encourage people to do green

PUSHING GREEN

Pushing green means how much emphasis or drive the important of the green strategy.

It can be divided as which *direction* and which *various levels of strength* [ranging from very forcefully to gently]

Directions

Through hierarchy upwards

Through hierarchy downward: push down to lower level staff

Through hierarchy laterally: on the same level

Pushing green to outsider

Encouraging green behaviour to outsider (e.g. widely society) are out of control.

Pushing green to friends, family and themselves.

Pushing green to green resistors, green sceptics

Pushing green [to different directions]

Pushing green [softly to hardly]/ [quietly to loudly]

Who pushes green?

Willing green push green

Pushing green from the grassroots and push green softly started from laterally and after that green become the company culture. (INT009)

SUPPRESSING GREEN/ REPRESSING GREEN

Conceal their ideas for a green initiative... they want to comment or suggest but they don't do so because of green resistors behaviours or it's involved money.

They feel they ought to confront green resistors but don't seek the conflict since it is not their direct responsibility. There is an evaluation as to whether to engage in conflict.

The Pro-green conceals his green idea because it is involved lots of money.

The Willing greens suppress a green problem because they afraid of losing benefit [as a result of Evaluating] from a certain green strategy, such as 'working from home'.

Now I found only a Truly Passive Willing Green has no level of suppressing green at all.

Some *invisible green activists* have high degree of suppressing green because they cannot let their idea out of their mind.

Suppressing

Green initiative

Complaining

Green solution idea

Ask for clarification

Confusion

Green wishes (and keep hope)

Suppressing the green activist attitude... for example...Int012_64 told other staff that using brand-new foam containers to wrap broken glass is such a waste of money. But the real reason of Int012 was she wanted the staff to behave more eco-friendly.
