

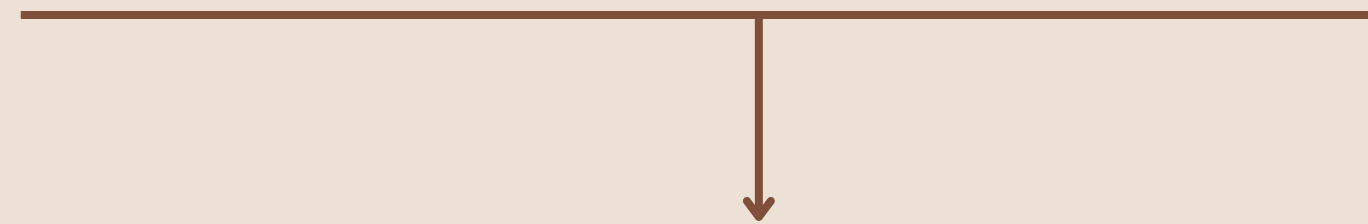
The influence of sustainability training programs on organizational sustainability practices

~ Promoting Factors of employee sustainability behaviors ~

Research Aim & Questions

(a) to understand both companies' sustainability training programs for employees, which include **identifying the factors** of Tour de Omrin from Omrin and The Executive Learning Program Responsibility for Sustainability from Deloitte to **promote sustainable employee behaviors**

(b) **how the sustainability training programs influence** sustainability practices in both contexts



1. What factors of sustainable employee behaviors are fostered by sustainability training programs?

2. How do the sustainability training programs affect organizational sustainability practices?

Method

- A qualitative, multiple-case study of Dutch companies, Omrin and Deloitte
- Semi-structured interviews: Four employees from each case

Criteria

1. Operated by the firm which has the sustainability in the core of their businesses
2. Operated by the firm which has been recognized as being a forerunner in the field of sustainability
3. Having already been conducting a sustainability education program for employees for a few years
4. Targeting employees from different departments

Case 1 : The Tour de Omrin

- organized and conducted by Omrin, a Dutch public waste company operating for 35 municipalities and chosen as one of the most sustainable companies in the Netherlands (ontwerpers, 2021).

Case 2: *The Executive Learning Program Responsibility for Sustainability*

- Deloitte provides audit & assurance, consulting, financial advisory, risk advisory, tax & legal, and related services to their clients. The company has been working on sustainability issues more and provides the services of sustainability assurance, environment, social impact, and sustainable finance (Deloitte Netherlands, 2022).

This research design is suitable for this research because these two companies have different types of sustainability educational programs for employees and also these are operated in two distinct environments

Corporate Sustainability & Organizational Culture

- Sustainability initiatives often **get stuck and are unable to scale**
- Significant to **alter the organizational culture**, more specifically, the **transformation** of norms and values related to the environment and society
- Important that managers and employees **value sustainability issues**

- Provides employees with a clear awareness and better understanding of the sustainability issues and the firm's core values
- Enhances the firm's environmental performance through the attitude and behavior of employees
- Little research on **what are the factors** for successful employee training programs in sustainability, and **the effect of employee training on firms' sustainability performance**

Increasing Call for Sustainability training programs

Sustainable Behaviors of Employees and Sustainability Practices

- To understand **the effect of sustainability training, sustainability behaviors** of employees are considered
 - Little research on **the link** between sustainability training and employee behaviors and in turn, sustainability practices
 - The importance of sustainability education for employees and antecedents of employees' behaviors in environmental sustainability are relatively well answered
- > **little research on what are the key factors** for fostering sustainable behaviors embedded in sustainability training.

Framework

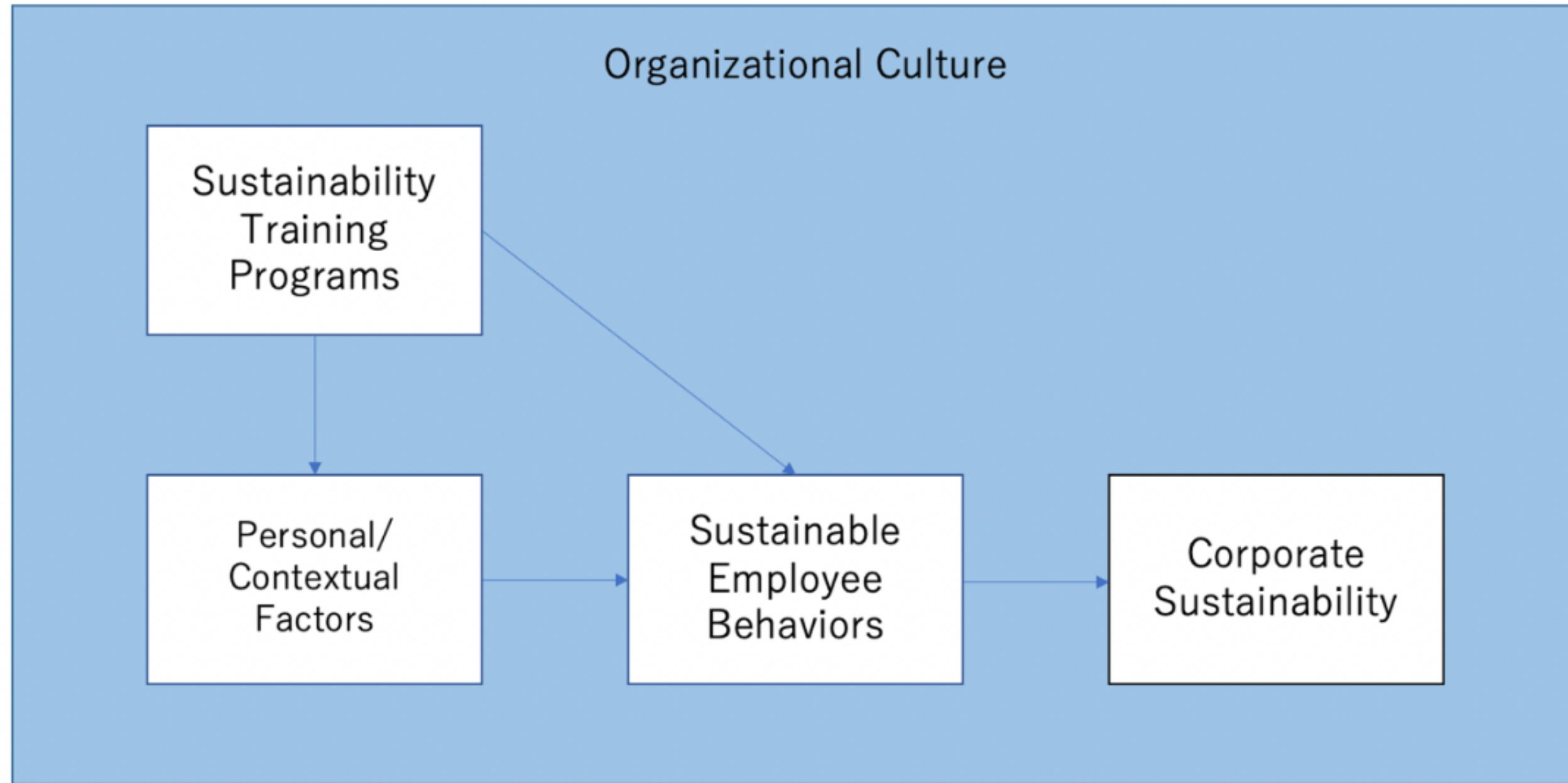


Figure 1: Conceptual model on the sustainable behavior of employee and CS triggered by training programs

Result

Promoting factors of employee sustainability behaviors embedded in the sustainability training

Aggregated dimensions	Themes	Aggregated dimensions	Themes
Learning Form	Blending theory with interactive sessions	Learning Materials	Inviting professional lecturers in different areas
	Hearing inspiring stories from sustainable entrepreneurs		Variety of relevant topics
	Experiential learning by visiting local places		Quality of teaching
	The whole process of the operation by visiting different locations		A clear connection between strategy and specific sustainability topics
	Having interactions with other employees		Gaining advanced knowledge about sustainability
Change in Awareness	Strengthening their belief and their position in sustainability	Regulations and Laws	Understanding new regulations in details
	Increasing awareness		Knowing new regulations
	Changing their perception towards garbage and the firm		Learning about a variety of regulations
Mission and Roles	Positive impression towards the firms' sustainability mission	Organizational Culture and Climate	Innovative, connecting and clan-oriented culture
	Recognizing the link between their roles and the sustainability mission		Engaging in communication with/ among employees
	Caring about people and future generations		Encouraging taking an initiative by setting up an idea box platform

Result

Corporate Sustainability Practices

The Tour de Omrin

- Conserving
- Influencing Others
- Social Innovations

The Executive Learning Program Responsibility for Sustainability

- Influencing Others
- Taking Initiative
- Avoiding Harm
- Fair Wage & Equal Opportunities

Discussion and Conclusion

Learning Method

- The importance of the learning form (e.g., interaction, experience, inspiring storytelling, and lectures)
 - Theoretical learning drives the effect of experiential learning.
 - Learning materials: Relevant to their roles and their level of knowledge, etc
- > enhancing their knowledge and understanding of the topic.

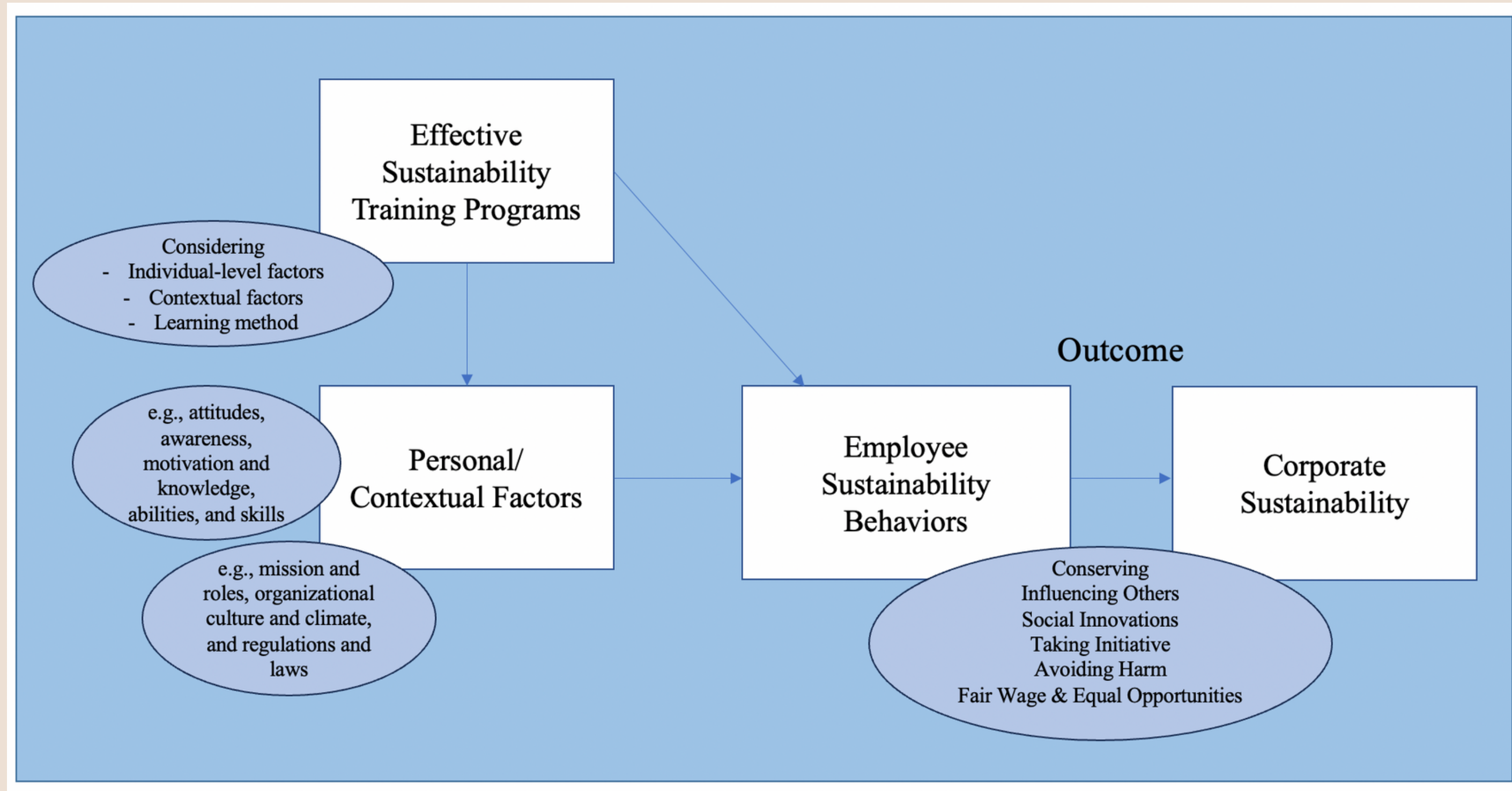
Individual Level Factors

- Such as attitudes, awareness, and motivation influence employee sustainable behaviors
- Enhanced or created by sustainable training

Contextual Factors

- A better understanding of firms 'mission and values, and their roles, contribute to sustainability practices
- Open organizational culture and climate and regulations

Discussion and Conclusion



Discussion and Conclusion

Tailor the programs to fit each employee's level of personal factors
(e.g., awareness, attitude, knowledge)

- Highly effective to implement approaches that are tailored to each stage
(Raihan & Cogburn, 2023)
- Thus, it could be useful to know how much the participants know about the sustainability topics and what they want to learn specifically
- Motivate participants more

Influence pro-environmental behaviors at home as well

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