Making sense of Green Office

Author Ulla Pellinen	
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Thesis advisor(s) Sammy Toyoki	
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Abstract

The aim of the research was to investigate how organizational members make sense of green change and how they talk about Green Office. A global pharmaceutical enterprise working at the private company sector formed a research context of this study. The company gained WWF´s Green Office certificate in 2012.

This research is a qualitative in nature and focuses on narratives of employees in order to comprehend how green discourse provided by Green Office (identity regulation) was interpreted by employees (identity work) and thus what was an outcome (self-identity) (Alvesson & Willmott 2002). This research built on the existing research and contributes to better understand the role of Green Office in greening of the organization. In spite of broad studies in the field of organizational greening there was a gap in understanding how people are making sense of greening at the work environment due to program such as WWF´s Green Office.

The data was gathered by interviews and supplemented with supportive documents from the organization. Since this research investigated talk, narrative approach was justified and narrative analysis approach was used in data analysis.

Three types of identities, that present different attitudes and concerns toward greening and pro-environmental issues, were identified. Favorable, conventional and skeptical represent distinct behavior and action manners among respondents. Favorable are favor for pro-environmental discourse and attempt to behave as sustainable way as possible. Skeptical named these types of individuals as "watermelons". Sustainable discourse was strange and unfamiliar for skeptical and they were named "non-Christian" who disregards green behavior. Between these two extremities are situated conventionals that wish to be as sustainable as possible as long as it is convenient and they were nominated as a "wanna-be-green".

Implementation of Green Office in organization, where receivers are at the different level in knowledge of pro-environmental issues, is challenging. Some respondents were familiar with the green discourse while some of them express their disregard of the topic. However, the organizational behavior and discourse change is possible, even though more resources are needed in order to improve company´s ecological footprint and achieve significant results. The relationship between business and environmental is crucial in future success in pro-environmental issues.

The results suggest that organizational members need support in their green behavior and mindset. Organizational members profit the communication of company´s green discourse (Fineman 1996) and celebration of accomplishments is seen important in successful change management (McClellan 2011). Organizational members should be encouraged to express their ideas of improvement in green activities frequently.

Due to specific research context, generalization of these findings is advised to do moderately.

Aalto-yliopisto
Kauppakorkeakoulu

Aalto-yliopisto, PL 11000, 00076 AALTO
www.aalto.fi
Maisterintutkinnon tutkielman tiivistelmä

Tekijä Ulla Pellinen	
Työn nimi Green Officen tulkinta yrityksessä	
Tutkinto Kauppatieteiden maisteri	
Koulutusohjelma Markkinointi	
Työn ohjaaja(t) Sammy Toyoki	
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Tiivistelmä

Tutkimuksen aiheena on tutkia kuinka organisaation jäsenet selittävät vihreän muutoksen itselleen ja kuinka he puhuvat Maailman luonnonsuojeluliiton Green Office ympäristöohjelmasta. Tutkimus tehtiin globaalissa lääkeyrityksessä, joka sai Green Office sertifikaatin vuonna 2012.

Tutkimus on kvalitatiivinen ja keskittyy työntekijöiden kertomuksiin. Pyrkimyksenä on ymmärtää tarkemmin kuinka työntekijät tulkitsevat ympäristömyönteisen diskurssin, jonka Green Office (identiteetin sääntely) tarjoaa sekä kuinka identiteetti rakentuu selitysten myötä (identiteettityö).(Alvesson & Willmott 2002).

Tutkimus perustuu aiemmalle kirjallisuudelle ja pyrkii ymmärtämään Green Officen roolin organisaation muutoksessa ympäristöystävällisemmäksi. Huolimatta laajoista tutkimuksista aihealueeseen liittyen, vastaavaa kysymysasettelua ei kuitenkaan löytynyt aiemmasta kirjallisuudesta. Tutkimusaineisto perustuu haastatteluihin ja organisaatiosta saatuun lisämateriaaliin. Koska kyseessä on puhetta tutkiva työ, narratiivinen lähestymistapa oli perusteltua ja aineiston analyysissä käytettiin narratiivista analyysia.

Aineistosta identifioitiin kolme identiteettityyppiä, myönteinen, sovinnainen ja skeptinen, jotka edustavat erilaisia asenteita ja tuntemuksia ympäristöön ja sen suojeluun liittyen. Myönteinen kannattaa vihreitä arvoja ja pyrkii käyttäytymään mahdollisimman paljon kestävän kehityksen mukaisesti. Skeptinen nimesi ryhmän edustajat "viherpiipertäjiksi". Skeptikolle kestävän kehityksen diskurssi oli vierasta ja outoa ja ryhmä nimettiinkin ei-kristityiksi, johtuen siitä, että käyttäytymisessä vihreät arvot jäivät vähemmälle huomiolle. Näiden kahden ääripään välistä löytyy sovinnainen, joka haluaisi olla vihreä valinnoissaan, mutta mikäli asioita ei ole tehty helpoksi hänelle, valinnat kallistuvat toiseen suuntaan. Ryhmä nimettiin "haluan-olla-vihreä".

Green Office ohjelman implementointi organisaatiossa on haastavaa, kun vastaanottajat ovat eri tietämystasolla ympäristöasioissa. Joillekin diskurssi on tuttua, mutta toisten kiinnostus ei riitä innostumaan asiasta. Kuitenkin organisaationkäyttäytymisen muutos on mahdollista, vaikkakin lisää resursseja tarvitaan, jotta ekologista jalanjälkeä voitaisiin pienentää ja siten parantaa tuloksia. Liiketoiminnan ja ympäristön välinen suhde on tärkeää, jotta ympäristöasiat pysyvät yrityksen agendalla ja kehittyvät.

Organisaation työntekijät tarvitsevat tukea vihreässä käyttäytymisessä ja hyötyvät ympäristöaiheiden myönteisestä viestinnästä. Menestyksiä tulisi myöskin juhlistaa, mikä lisää muutosmyönteisyyttä. Tämän lisäksi organisaation jäseniä tulisi kannustaa osallistumaan Green Officen toimintaan ja ehdottamaan parannuksia säännöllisesti.

Tutkimuksen tulosten yleistyksiä suositellaan tehtävän varauksella , johtuen suppeasta tutkimuskohteesta.

Avainsanat ympäristö, vihreä muutos, identiteetti

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1. Introduction

Even though the environmental concerns have increasingly grown popularity among public discussion (Harris & Crane 2000; Green, Morton & New 2000), the moral code in the modern business environment is constructed around growth, consumption, profitability, and personal success while environmental values are remained lesser attention (Crane 2000). As a result only few organizations have been able to change their organizational culture for greener direction even though there is increasing evidence that greening of organizational culture can have economic as well as environmental benefits (Harris & Crane 2000). Even if in the case, when the benefits of the more sustainable behavior are acknowledged, the change has been slow (Jackson 2005).

The field has been studied from various points of view. In addition of studies of green change in behavior (Jackson 2005), studies of organizational greening and change (Grantham & Paul 1995; Winn & Angell 2000; Georg & Füssel 2000), green consumption (Alfredsson 2002; Green et al. 2000; Peattie 2010), motivation and emotional meanings (Fineman 1996; Crane 2000) have been under investigation. Studies of Corporate Social Responsibility (CSR) have also contributed significantly to environmental research even though environmental issues are just a part of the whole CSR entity (Epstein & Rejc Buhovac 2010). During the last years, research of green identity has increased (Wright, Nyberg & Grant 2012; Chang & Chen 2013), which has provided new information about how individual as well as organizational green identity are constructed. Previous studies (Wright et al. 2012; Crane 2000; Georg & Füssel, 2000; Weick, Sutcliffe & Obstfeld 2005; Autio et al., 2009) have also discovered different "green" identities that arise, interact or inform responses in different settings and contexts in negotiating between conflicting discourses, and their sense of self. These identities are a result of reflection and dialogical interaction with others, which assist people to discover not only "who they are" but also "who they are not" and also how the members of the organization want to "see" or make sense of green accounting.

Alvesson and Willmont (2002) concentrated in their studies to identity construction processes and provided a mean for a broader observation of how organizational control may operate through management of identity. They described relationship between identity regulation, identity work and self-identity as a circulation. Identity regulation provides practices and discourses that are targeted at members of the organization. In this research context, identity regulation can be seen as norms that has provided in order to guide the activities that are prepared and communicated to the organization attempting to mobilize new discoursers. In identity work, regulation is interpreted, reproduced and transformed to a self-identity, which is an outcome of identity work and comprises narratives of self. Thus, to comprehend human behavior, sensemaking has an important role since it is the first site where meanings come visible in actions and identities (Weick et al. 2005).

World Wildlife Fund (WWF) Finland tries to influence organizational behavior through the volunteer Green Office that guides organizations toward more sustainable behavior. Organization may improve its own environmental and social performance, which has also an impact on both an organization as a consumer, but also on employees (Green et al. 2000).

Though, greening the economy requires not only an understanding of various organizations and their roles as a consumer (Green et al. 2000) but also better understanding of behavioral change in order to improve pro-environmental behavior (Jackson 2005). Green change in organizational behavior can be compared to any other change within an organization that needs strong and politically skilled internal green champions to enable the greening of the corporate (Crane 2000) as well as committed management team that acts as an initiator of the organizational change (Fineman 1996) in creation of organizational discourse in implementation new processes (Guonwei 2012).

Hence, the current research investigates how organizational members make sense of Green Office and greening and thus what kind of self-identities arise as an outcome of identity work. This research builds on the existing research and contributes to better understand the role of Green Office in greening organization. In spite of broad studies in the field of organizational greening there is a gap to understand how people are making sense of greening at the workplace due to program such as WWF´s Green Office.

1.1. Research objectives and questions

The target of this research is to shed light of the sensemaking and identity work within an organization that adopted WWF´s Green Office. A global pharmaceutical enterprise working at the private company sector acts as a research context of this study. The company gained WWF´s Green Office certificate in 2012.

This research is a qualitative in nature and focuses on narratives of employees in order to comprehend how green discourse provided by Green Office (identity regulation) is interpreted by employees (identity work) and thus what is an outcome (self-identity) (Alvesson & Willmott 2002).

In order to identify what kinds of identities are constructed within an organization, the intention is to answer the following questions in this research:

- How do organizational members talk about Green Office?
    - How do employees express their attitude toward pro-environmental issues by talk?
    - What feelings and ideas Green Office arise among employees?
    - How do employees make sense of "green" and change through narrative means?

Since this research investigates talk, narrative approach is justified. It may also be valuable to examine more closely what differences and similarities arise from interviews among employees while they are interpreting green discourse generated by Green Office.

1.2. Introduction of Green Office and Case Company

The present subchapter introduces shortly the WWF´s Green Office, which is an environmental management system for offices, and the case company MSD Finland, which is a subsidiary of the American pharmaceutical company and where this Green Office took place.

1.2.1. WWF´s Green Office

According to a definition of WWF organization

> *"WWF's Green Office is an environmental management system for offices. The purpose of the program is to help workplaces to organize their consumption of the energy more sustainable way and reduce their burden on the environment, achieve savings and slow down climate change. The aim of the program is to reduce carbon dioxide emissions and offices' ecological footprint."* (WWF 2015)

The Green Office consists of 179 organizations in their program in Finland and it has also spread abroad to 10 other countries around the world. The Green Office influences almost 67 000 employees in Finland. By attempting to effect environmental and social performance of organizations, it may have impact on both an organization as a consumer and as well as individuals within an organization (Green et al. 2000). The Green Office celebrated 10 years anniversary in 2012. (WWF 2015)

WWF Finland has developed a process that is needed to follow in order not only to gain the Green Office certificate, but also to maintain the certificate and WWF keeps track on organization´s annual performance through web based tool and audit visit, where inspector from WWF Finland examines whether Green Office requirements are still followed. The criteria and tasks that are set for offices to achieve Green Office labeling are described in the table 1.

Green Office team	• Selection of Green Office coordinator and team
Plan	• Planning of a practical environmental programme
Energy	• Continuos improvement of energy effiency in order to mitigate greenhouse gas emissions
Waste	• Reduction, recycling and sorting out of waste according to local requirements
Procurement	• Attention to green issues in procurements
Awareness	• Information and education of personnel about Green Office practices
Environment	• Aspiration towards continuous improvement in environmental matters
Progress	• Annual improvement of environmental program
Objectives	• Selection of indicators, numeric objectives and monitors in the fulfilment of the objectives
Reporting	• Annual reporting to WWF

Table 1: Criteria and tasks of Green Office (WWF 2015)

The first step is to choose a coordinator and form a team within the company that wish to gain the certificate. The team will create a practical plan that focuses on reduction of energy and waste. One task is to raise awareness among personnel of Green Office practices which guides and influences procurement issues of the company. Environmental matters are in the focus throughout the process and annual improvement is expected. Green Office team (further in the text GO-team) set numeric objectives which are monitored and reported to WWF annually.

1.2.2. MSD and sustainability

MSD is a global pharmaceutical enterprise working at the private company sector. MSD is trade name of Merck, Sharp and Dohme, Inc. and is known as a Merck in the North America and as a MSD in Europe.

As a pharmaceutical company, manufacturer of drugs and user of chemicals, pro-environmental claims might sound hollow and companies are accused greenwashing while participating programs as such (Lyon & Maxwell 2007). That said, Merck/MSD has long traditions in Corporate Social Responsibility (CSR) activities and accounting worldwide and as one part of CSR, Merck/MSD has created environmental sustainability strategy in order to "discover environmentally sustainable ways to meet the world's health needs now and in the future" (Merck/MSD 2015a). Merck/MSD has set environmental goals that are related to all aspects of the business from discovery and development through manufacturing and sales. Focus is on reduction of gas emissions and total water use, elimination of PVC from non-primary packaging and increasing of recycling of waste. For example goals for 2015 is to reduce gas emissions with 10 %, total water use with 15 % and eliminate PVC from non-primary packaging by 100 %. Also increasing recycling of waste is one of the objectives. (Merck/MSD 2015b)

Merck/MSD has identified key performance indicators (KPIs) to measure the progress in four focus areas of CSR framework; access to health, environmental sustainability, ethics and transparency and employees which are all align with the definition of CSR (Carroll & Shabama, 2010). Merck/MSD has achieved significant results in reduction of energy after it has established its corporate energy policy in 1994 and has been recognized by the EPA twice as Energy Star Partner of the Year and twice with the program´s Sustained Excellence Award for the company´s continued efforts to protect the environment through energy efficiency. (Merck/MSD 2015b) Thus, Green Office was nicely aligned with company´s global environmental goals and activities and along the implementation of Green Office, MSD Finland set its own environemental goals.

Though, in this research, the focus is more in understanding how employees are realized green discourse through identity work by investigating narratives of self (Kärreman & Alvesson 2001; Alvesson & Willmott, 2002) and how employees make sense of changes emerged due to Green Office (Stenberg 2007), than examining extensive CSR activities.

1.3. Structure of the Thesis

The thesis is divided into six chapters. The present chapter introduces the research topic as well as the purpose, the objective and the research question of the study. In literature review chapter, the research is set to the certain theoretical framework. Research methodology and design are explained more profound in the chapter three and the results of the research are reported in chapter four and discussed in chapter five. Chapter six will sum up the thesis and propose further research questions.

2. Literature review

Due to the growing public interest in environmental issues, the field has been studied from various points of view. In addition of studies of green change in behavior (Jackson 2005), studies of organizational greening and change (Grantham & Paul 1995; Winn & Angell 2000), green consumption (Alfredsson 2002; Green et al., 2000; Peattie 2010), motivation and emotional meanings (Fineman 1996; Crane 2000) have been under investigation. Consumer behavior, management and organizational research have been an inspiration for these studies from the green perspective. Studies of Corporate Social Responsibility (CSR) have also contributed significantly to environmental research even though environmental issues are just a part of the whole CSR entity (Epstein & Rejc Buhovac, 2010). During the last years, research of green identity has increased (Wright et al. 2012; Chang and Chen, 2013), which has provided new information about how individual as well as organizational green identity are constructed.

Even though the environmental concerns have increasingly grown popularity among public discussion (Harris & Crane 2000; Green & Morton, 2000; Wright et al. 2012), the moral code in the modern business environment is constructed around growth, consumption, profitability, and personal success while environmental values are remained lesser attention (Crane 2000; Ramus & Montiel 2005). In spite of green pressures by environmentalists, other enthusiastic or society and public discussion, few organizations have been able to change their organizational culture for greener direction even though there is increasing evidence that greening of organizational culture can have economic as well as environmental benefits (Harris & Crane 2000). In addition, although companies have committed to sustainable development, general opinion may not have been convinced the motives behind the behavior. Hence, third-party audits and verification may compose the only assurance of environmental policy implantation in companies for public (Ramus & Montiel 2005).

However, critic has been denoted toward "public voluntary programs" (PVPs) that Green Office presents. PVPs offers positive publicity and technical assistance to firms to reach certain environmental goals. Lyon and Maxwell (2007) collected ca 60 independent PVPs that were listed on the partnership programs of U.S. Environmental Protection Acengy (EPA). Over 80 percent of the EPA´s partnership programs consist of three main environmental categories: energy efficiency and global climate change, pollution prevention, and water. The most important, they also evaluated PVP´s impact on firms' environmental performance, which result to conclusion that considering the nature of PVP´s creation out of political weakness, there is no reason to expect them to have large impacts. At worst, PVPs have been seen a form of greenwash that off lead public attention from important environmental problems. However, Lyon and Maxwell (2007) stated that PVP´s role in leveraging information about reduction of energy and pollution prevention within a field, may form an important impact, though new econometric strategies are required to measure true influence of PVPs.

In this research, the focus is more in investigating how employee make sense of green discourse and change than measuring exact impact to environment. Stories of employees are collected and then interpreted to form a coherent narrative. Thus, narrative interaction occurs at two stages, the first while respondent formulate the story and then when researcher forms a narrative. (Hawkins & Saleem 2012)

First, in subchapter 2.1. greening is discussed from various points of view starting with the influence of the organization and society in greening and continuing in subchapter 2.2 with discovering various green identities. Subchapter 2.3 discusses how narratives of self is organized in identity regulation, identity work and in sensemaking.

2.1. The influence of organization and society in greening

Greening the whole economy requires a consideration of various organizations and their roles as a consumer with the similar way than understanding individuals as consumers. Crane et al. (2000) have stated that organizations have an underestimated power as a green consumer. Therefore understanding the functionality of affluent consumption is the first step on the way of exchange of strong behavior patterns (Schafer and Crane 2005).

Thus, the society plays an important role in motivating for more sustainable consumption. Since affluent consumption effect widely in the society and is a complex phenomenon the policy intervention can be justified as a mean to lead behavior more sustainable direction. The role of the government and public policy is important in controlling affluent consumption with regulation through price mechanism for example (Schaefer & Crane 2005; Reid & Toffel 2009). Governments can take an active role in the negotiation of consumer choices by influencing and co-creating the culture of consumption in a variety of ways such as by modifying incentive structures as taxes, subsidies, penalties but also facilitating conditions and situational factors by providing public transport and creating recycling infrastructure (Green et al., 2000). However, Crane (2000) calls for better political and cultural realities of modern business life, in order to develop more practical and realistic prescriptions for corporate greening.

It is notable that even if in the case when the organization acknowledges benefits of the more sustainable behavior, the chance has been slow. Behavioral change in sustainable development has become the "holy grail" of sustainable development policy as Jackson (2005) argued. He added that in order to change the unsustainable behavior and affluent consumption habits, the existing behavior is needed to "unfreeze" so that the change is possible. Already Stead et al. (1992) and Siehl et al. (1984) stated that a dramatic culture change is needed in order to respond the environmental challenges such as climate change.

Linnenluecke and Griffith (2010) examined whether there is a link between the organizational culture and the execution of sustainability principles. They seek a clearness what sustainability-oriented organizational culture consists, whether a coherent sustainability-oriented organizational culture is possible and whether organizations can become more sustainable through culture change. By means of four-cell competing values framework (CVF) they presented the competing demands within an organization on two separate and different dimensions; internal-external and flexibility-control that reflect the focus of the organization and the organization´s preferences for structuring. The culture types and characteristics are illustrated in figure 1.

Flexibility

Human Relations Model

Ends

- Cohesion and morale

Means

- Training and development
- Open communication
- Participative decision-making

Open System Model

Ends

- Growth, resource acquisition

Means

- Adaptability and change
- Visionary communication
- Flexible decision-making

Internal ← → External

Internal Process Model

Ends

- Stability and control

Means

- Information management
- Precise communication
- Data-based decision-making

Rational Goal Model

Ends

- Efficiency and productivity

Means

- Goal-setting and planning
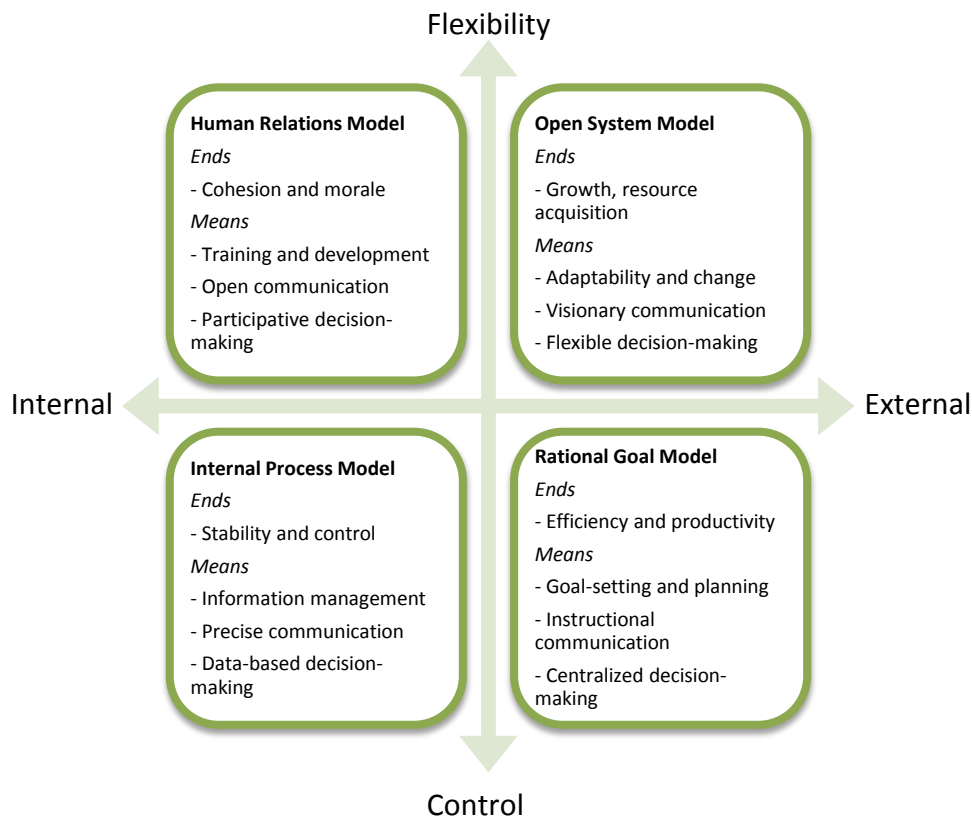- Instructional communication
- Centralized decision-making

Control

Figure 1: Competing values framework. (Linnenluecke & Griffith 2010, adapted from Jones et al. 2005)

They argued that employees with different culture backgrounds emphasize on different aspects in their corporate sustainability activities. In addition, due to existence of different subcultures, unified sustainability-oriented organizational culture is not effortless since members of different subcultures within an organization can hold different attitudes. MSD Finland contains diverse departments that require different skilled people and tasks. Therefore different culture types can be found at MSD Finland. As an example, the regulatory and medical research departments are dominated by internal process values that oblige stability and control through formal means such as information management, precise communication and data-based decision-making. Instead, the marketing and sales are closer to rational goal values that call for efficiency and productivity through goal-setting and planning, instructional communication and centralized decision-making. However, the adoption of corporate sustainability principles can take place in several different dimensions and for example publication of corporate sustainability reports or employee training can influence in employees' values and beliefs by providing a conductive context for change. (Linnenluecke & Griffith 2010)

Green change in organizational behavior can be compared to any other change within an organization. Change in organization is a complex issue and organizational discourse plays an important role in implementation new processes and as Guonwei (2012) argued, organizational change occur in interrelated layers of discursive action such as the articulation of organizational circumstance, organizational and individual identities and organizational practice. McClellan (2011) claims that a meaningful change is thus possible by creating open discursive spaces for organizational participants to constitute new organizing discourses. The participation in organizational change is established when psychological ownership of the process is displayed through talk in interaction, which is called "ownership talk", where a person is sharing his or her views, interests, and experiences related to the change process. Also in order to reach the "ownership talk" level, the managerial support is seen crucial in the greening of the organization. (Kykyri, Puutio & Wahlström 2010)

The resistance to change is used frequently in the research literature of organizational change, usually explaining why changes fall short (Oreg 2006). When thinking about the change, the first thought that arises is often related to difficulties that change might cause, even though the change can be a positive issue. This kind of opposed attitude may hide behind cynicism, irony, or ridicule (Dailey & Browning 2014) and results to failure if believing McClellan (2011), who claims that "change fails because talk of change often suppresses, rather than celebrates, the emergence of conflicting organizational meanings". According to Oreg (2006), the resistance to change is used as an explanation for unsuccessful outcomes to introduce new large-scale changes for example in technology, production methods, management practices, or compensations systems. The resistance is described as a "tridimensional (negative) attitude toward change, and it could show up by feelings (affective) or by doubts and thoughts (cognitive) or by action (behavioral)". These components represent different aspects of the resistance and people's feelings toward change may show in a behavior that is not expected according to their thoughts. Herold and Fedor (2007) argued also that individual differences in change-related efficacy can influence the commitment to change and change efficacy, which are closely related with the turbulence of the change setting.

There are differences in organization types and how organizations support pro-environmental ideology. According to Crane (2000), organization needs strong and politically skilled internal green champions that enable the greening of the corporate. Fineman (1996) argues that pro-environmental organizational changes depend on the emotional meanings that key actors attribute to environmental protection and meanings vary from business-benefit commitment to more deep sense of environmental responsibility. Even though individuals have a central role in every level in organizational change, the role of management team is also very important as an initiator of the organizational change, but also as an example for employees. Fineman (1996) identified in his leadership study that attitude toward greening was most relaxed when interviewees believed their chairman's feelings of social concern were true and influence of management team in creating "socially responsible" culture that enables to get greening onto the corporate action agenda. Corporate greening follows top-down path from awareness to commitment and implementation where recognition of events external to the organization triggers the change (Winn & Angell, 2000). The next subchapter will review previous research of green discourse at individual level.

2.2. Green identities

Wright et al. (2012) investigated in their study how sustainability managers and consultants negotiate conflicting discourses and their sense of self at the work environment. They discovered three key identities that arise, interact or inform responses to climate change in different settings and contexts, and named those identities as follows: the "green change agent", the "rational manager" and the "committed activist". These identities are a result of reflection and dialogical interaction with others, which helps people to discover not only "who they are" but also "who they are not" and form a coherent narrative of themselves and their careers. Even though employees are acting with the pro-environmental way at the workplace, they may not be regarded as an activist in pro-environmental issues. They see identity work as a central to the micro-political enactment of business responses to climate change and as to them the climate crisis stimulates personal reinvention as a moral agent of change.

In his study Fineman (1996) investigated the emotional meanings that managers attribute to greening within pro-environmental organizational change. He identified four different emotionally significant subtexts: enacting green commitment, contesting green boundaries, defense of autonomy and avoiding embarrassment that describe how the green pressures are received, developed and culturally incorporated or rejected. This subtext act also a source of organizational control. He found out that managerially executed commitment to a pro-environmental practices and culture is possible in a relatively stable manner. However, adoption of pro-environmental practices is dependent on definitions of the green agenda. Surprisingly, conflict between an actor´s private moral belief and corporate green expectations occurs seldom and if any conflict appear, it is resolved in favor of the corporation.

Stenberg (2007) investigated also how green ideas travelled between organizational boundaries and how organizational members embedded green notions within organizational processes and she found out that even if organizations contended to create a collective sense of who they were, there were still differences how the employees perceived the internal environmental identity. In turn Herter, Costa-Pinto, Borges and Nique (2011) examined in their study how relational (family and friends) and collective (community) subjective norms influence green

behavior. Surprisingly they identified that social identity activates more social goals and thus the green behavior than personal identity. Reason for that, they argued, is that green behavior is regarded as a typical pro-social behavior.

Green commitment is also explained by different lifestyles and the green product purchasers have said to have more favorable cognitive and affective attitudes, stronger social pressure and personal obligation, and greater intention to perform recycling than non-purchasers (Haanpää 2007; Park & Ha 2012). However, it is not crystal clear that even though individual has all the information of sustainable consumption and is familiar with the discourse, it leads for sustainable acts. Autio et al. (2009) investigated in their study contemporary narratives of green consumption among young people who are constructing their identities as consumers and they posed questions such as what constitutes pro-environmental consumer behavior and what are the limitations and possibilities of green consumption. Based on their results, they categorized three different subject positions: "Hero", "Antihero" and "Anarchist". The Hero embraces the dominant green discourse, while the Antihero rejects simplified assumptions and prescriptions of the dominant discourse with irony and fatalism and chose not to recycle and said "yes to H&M" and over-consumption. Anarchist stays in marginal and goes beyond the prevailing role of a responsible consumer.

On the contrary, greening is possible even if an organizational member owns to some degree emotional and moral attachment to the environment or share a cohesive "ethical" culture of environmental values (Crane 2000; Wright et al. 2012; Fineman 1996) as well as it is questioned the assumption that organizations´ sustainability is depend on the extension of green culture even though some support has been cited (Harris & Crane, 2002; Linnenluecke & Griffiths, 2010). It is more a question of how organizational members choose to "see" or make sense of green accounting (Georg & Füssel, 2000) and the next subchapter will discuss in detail how narratives of self is organized.

2.3. Organizing narratives of self

Social identities are combined together through the stories that people tell about the events and circumstance in their life, which in turn inform others and as well as construct the picture of themselves who they are and who they want to became (Kärreman & Alvesson 2001; Hawkins & Saleem 2012). In order to comprehend the outline of green identity construction within an organization it is important to observe identity management from different points of view. The next sections will explain in more detail the relationship of identity regulation, identity work and self-identity and after that, sensemaking is reviewed closer.

2.3.1. Identity regulation, identity work and self-identity

Alvesson and Willmont (2002) provided a mean for a broader observation of how organizational control may operate through management of identity. They (2002) described relationship between identity regulation, identity work and self-identity as a circulation which is illustrated in a figure 2. Identity regulation provides practices and discourses that are targeted at members of the organization. In identity work, regulation is interpreted, reproduced and transformed to a self-identity, which is an outcome of identity work and comprises narratives of self. These simultaneously occurring forms of identity regulation may contradict or even reinforce each other, but the specification of modes offer some clarity to a complex identity regulation.
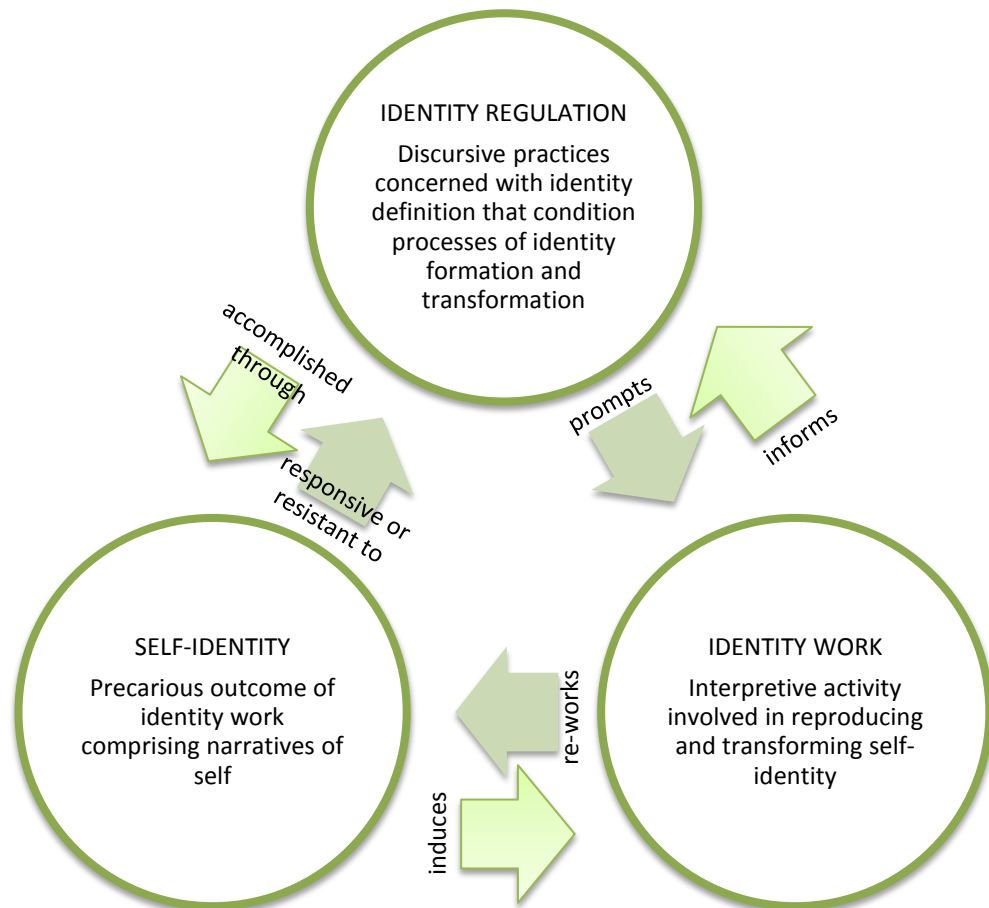
Figure 2: Identity regulation, identity work and self-identity. Identity regulation as organizational control (Alvesson and Willmott 2002)

In this research context, identity regulation was provided according to WWF´s Green Office norms. The aim of Green Office was to change unsustainable behavior in companies and reduce environmental burden as mentioned earlier. Green Office defined clear norms how to behave in order to act more sustainable manner and gain a certificate, which guided the activities that GO-team prepared and communicated to the organization. Thus, GO-team was attempting to mobilize new discourses that were interpreted by employees in identity work. The outcome of the identity work consisted of coherent narratives that reproduced and transformed self-identity.

Identity regulation as organizational control

According to Alvesson and Willmott (2002), identity is influenced, regulated and changed within work organization with the help of discourse practices. They created an overview of nine modes that explains how organizational control may operate through the management of identity. The identity, and in this research context the possible green identity, "may be target for control as organizing practices address the actor, the other, motives, expertise, group membership, hierarchical location, rules of the game and the wider context". These nine modes of identity regulation are listed in the table 2. The modes are divided in four that explain to whom or to what activity identity regulation is targeted; the employee, action orientations, social relations and the scene.

The employee: regulations in which the employee is directly defined or implied by reference to the Other	
1.	Defining the person directly.
2.	Defining a person by defining others.
Action orientations: regulations in which the field of activity is constructed with reference to appropriate work orientation	
3.	Providing a specific vocabulary of motives.
4.	Explicating morals and values.
5	Knowledge and skills.
Social relations: regulations of belongingness and differentiation	
6.	Group Categorization and affiliation.
7.	Hierarchical location.
The scene: regulations indicating the kind of identity that fits the larger social, organizational and economic terrain in which the subject operates	
8.	Establishing and clarifying a distinct set of rules of the game.
9.	Defining the context.

Table 2: Target of identity regulation (Alvesson and Willmott 2002)

The first two modes of regulation are targeted toward an employee, where an individual is defined directly and also differentiated from others across time and space. Occupation, gender or the position in the organization could be examples of these characteristics that identify and differentiate persons. A person (or a group) can also be identified indirectly based on characteristics of specific other and for example belonging to GO-team defines the participants of that group. (Alvesson and Willmott, 2002)

The next three modes of regulations are based on the appropriate work orientation. The management provides a specific vocabulary of motives and commends interpretive frameworks, which encourage employees to understand the meaning of their work or activity. In the implementation of Green Office some basic knowledge of green discourse was established in order to provide understanding of the entity of the environmental issues. Stories about values and moral guide or at least stimulate the identity process toward the desirable direction, which in this case is for example a reduction of emissions and ecological footprint of the office at an organizational level, but also at the personal level. The knowledge and skills are the key factors that define the worker in a corporate context and as Alvesson and Willmott (2002) put it: "what one is capable of doing frames who one is".

Modes 6 and 7 are grouped under social relations that regulate identity based on belongingness and differentiation. Very powerful way to regulate identity is to ascribe employee to some certain group that divides social world to "us" and to "them". In this research context different departments and functions could be as an example, but also a GO-team that was formed in order to implement and sustain program itself. Hierarchy in organizations is often formed according to structure of the organization and superiority or subordination in relation to others, which is meaningful in answering the question "who am I?"

The scene establishes and clarifies a set of rules of the game and defines the context in order to regulate identity within a larger social, organizational and economical field. In addition of visible rules, employees are guided by unspoken rules and norms that have a major impact on identity construction. Alvesson and Willmont (2002) called these rules as a "natural" way of doing

things at workplace, which call for self-understanding and adoption of hidden patterns of behavior. These kinds of expectations of behavior could be given to the performance as a team member as well.

Identity work of organizational members

Alvesson and Willmott (2002) defined identity work as an "interpretive activity involved in reproducing and transforming self-identity". According to them identity work of organizational members is seen as an interaction of individual's quest for self-definition, coherence and meanings.

The identity construction can be described as a process where a construction and exploration of identity is governed by one or more of the following ways: central life interest, coherence, distinctiveness, direction, positive value and self-awareness. The process is illustrated in the table 3.

Central life interest
Feelings and ideas - Who am I? What are we?

Coherence
Different experiences over time and situation

Distinctiveness
Comparison of differences and similarities

Direction
Guidance for appropriate, desirable or valued issue

Social values
Identity in relation to self-esteem

Self-awareness
Identity as an object of self-consciousness

Table 3: Identity construction process. (Alvesson and Willmott 2002)

The first aspect, "central life interest" is related to feelings and ideas of a person, a group or a social institution. Questions, such as, "Who am I?" or "What are we?", are asked in order to find out dominant or defining identity. In this research context these questions may be answered in terms of "interested in greening" or "a green activist" as well as opposite answers. The second aspect, "coherence" portrays a sense of identity in connection with different experiences over time and situation and an integration of feelings and thinking, which basically covers the past life of an organizational member. The third "distinctiveness" enables comparison of the differences and similarities, which can be found in position of the organizational member, but also within an attitude toward environmental issues such as positive-neutral-negative axel. The fourth, "direction" guides what is appropriate, desirable or valued for a specific issue and which can be related to Green Office norms that were needed to fulfill in order to gain the certificate. The fifth aspect is interested in "social values" where identity is related to self-esteem. The sixth aspect is "self-awareness", where identity is seen as an object of self-consciousness. (Alvesson & Willmott 2002)

Construction of different self-identities

As to Kärreman and Alvesson (2001); Alvesson and Willmott (2002) the identity is an accomplishment and outcome of identity work, where equally important is what stories, experiences and beliefs are told and how they are combined in an entity and how these stories are reflected and commented by significant others. Brown, Stacey and Nandhakumar (2008) emphasized "that sensemaking occurs in the context of individuals' idiosyncratic efforts at identity construction" which means that actors participate in the narratives that people tell about their experiences and self both for others and their selves. Kodeih and Greenwood (2014) stress the role of identity aspiration, which tells what organization wishes to become. Construction of self is complex and ambiguous process where talk plays an important role (Brown & Lewis 2011; Kärreman & Alvesson 2001) and identities are developed, sustained, and restructured through narratives and in order to facilitate collective action, organizing is needed to see as constructing and maintaining identities (Weick et al. 2005). Organizational member's individual and collective identity is gradually transformed in sense-making process.

2.3.2. Making sense of narratives

In understanding human behavior, sensemaking has an important role since it is the first site where meanings come visible in actions and identities. According to Weick et al. (2005) organizational sensemaking is viewed to occur when a flow of organizational circumstances is turned into words and salient categories. Sensemaking is viewed a significant an ongoing process of organizing where past and present events are interpreted within a social context of other actors. Communication is seen central feature of sensemaking through which organizing takes place. (Weick et al. 2005). As Brown et al. (2008) concluded pithily: "To make sense is to organize." The role of language is important and processes of labeling and categorizing is useful in identifying, regulating and routinizing memories into believable explanations and whole narratives (Brown et al. 2008). People in organizations negotiate and sustain meanings when faced by inconsistent events (Brown, Colville & Pye 2015).

Colville, Brown and Pye (2011) searched also for clarity to the complexity of sensemaking, organizing and storytelling. Nowadays, within a turbulent environment, people face novel and complex circumstances that are needed to make sense through processes of organizing. They created a term, simplexity, to describe "a fusion of sufficient complexity of thought with simplicity of action". They claim that "while sensemaking is a balance between thinking and acting, in a new world that owes less to yesterday's stories and frames, keeping up with the times changes the balance point to clarifying through action."

In order to simplify the complex relationship of personal, organizational and societal narratives, Hawkins and Saleem (2012) illustrated formation of stories by a model that is presented in the figure 3.
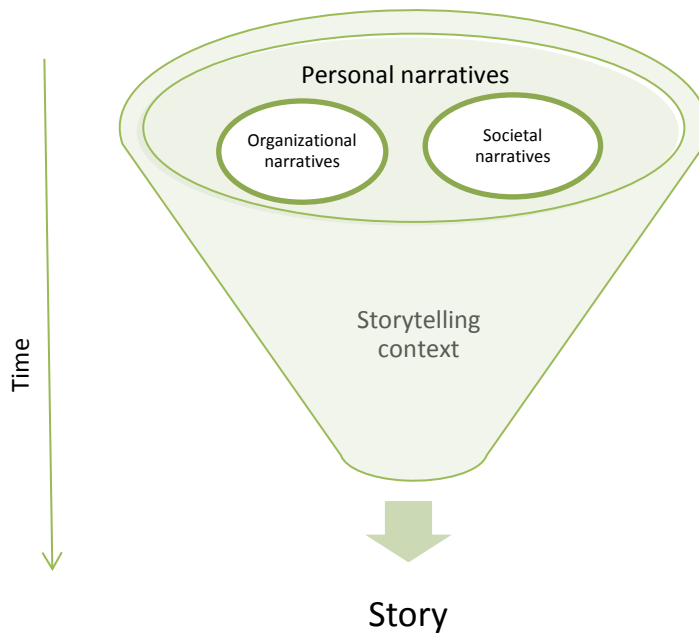
Figure 3: Story formulation model (Hawkins & Saleem 2012)

Stories are embedded by mixture of personal, organizational and/or societal narratives that are composed during the time and within a certain context. Personal narratives are ubiquitous within collective narratives and they may overlap with each other. It is also notable that narratives may be contradictory and individuals are needed to negotiate between for example existing organizational and personal narratives. By means of stories and narratives, individuals make sense of lived experiences and organize them. (Hawkins & Saleem 2012)

Based on studies of narratives of ecopreneurs that claimed to prefer environmental value over economic value, Phillips (2012) found out that people combine conflicting environmental and business commitments that result to inconsistency in existence. In order to gain coherent sense of self-identity, individuals connect "discursively available world 'out there' with 'inner selves'", which may be conflicting. While attempting to balance between such conflicts, focus of narratives shifts depended on behavior and values that teller wishes to stress. Moreover, they utilize strategies of distancing and deflection while negotiating between extremities and leave outside matters that disturb coherent narrative of identity.

3. Research design and methodology

This chapter presents the methodology used in the empirical part of this research. The qualitative method was chosen due to its nature of uncovering and understanding what lies behind the phenomenon (Strauss & Corbin 1990, 19). As Bryant (2006) argues, qualitative research is useful method to explore and analyze organizational events such as change. Qualitative method in data collection and analysis provide an in-depth understanding of individual employee unique experiences of organizational changes, relationships and specific contexts.

The purpose of this research was to investigate how organizational members make sense of the new green rules and how they are talking about the WWF´s Green Office. MSD Finland provides an appropriate and interesting empirical context for this work because organizational members might have to negotiate between green discourse and discourse that is typical for listed company.

According to Alasuutari (1993, 66) theoretical framework determines what kind of data is worth of gathering and what kind of data analysis is useful. Thus semi-structured interviews and narratives analysis was chosen since philosophy of language as a direct and unambiguous route to meaning support the narrative approach. In addition, narrative analysis is a practical tool in approaching diverse kinds of texts that have storied form in a common (Riessman 2005). Czarniawska (1998, 61) concludes that organizational member's story-making and telling is an important mean to make sense of organizational developments.

3.1. Collection of data

Data consists of fourteen semi-structured, open-ended interviews of chosen sample of employees within Green Office certificated organization. As to Riessman (1993, 54) open-ended questions "encourage narrativization" more likely than others and Kincheloe and McLaren (2005, 305) describe open-ended interview as an opportunity to gaze into soul of another. In addition Fontana and Frey (2005, 705) stated that unstructured interviewing can provide greater broadness to data than do the other types given its qualitative nature.

A long working experience in the case company provided me an easy access to the organization and all interviewees accepted the request of interview when asked. Due to knowledge of the organization, the location of the informants caused no problems and it helped me to choose respondents from the different departments and tasks, which gave more diverse view from the entire organization. People from different departments such as marketing, procurement, medical, finance, maintenance and regulatory were interviewed. Also managerial level was covered by interviews of three members of the management group. One other important group of respondents consists of GO-team members, who gave useful inside information of implementation process.

The gender of the interviewees was divided equally, seven female and seven male, with the age distribution from 32 to 56 years. As other demographic factors, family background, e.g. singles, couples or couples with the kids was asked as well as which kind of apartment they were living. Both of these issues determined current consuming habits, for example owners of the detached houses needed to consider more of energy issues compared to those who were living in the apartment house.

Interviews lasted between 35-50 minutes and they were recorded. The first interviews were fully transcribed in order to give guidance to the next interview, but the rest tapes were transcribed more selective and for those aspects that feed the developing analysis. After transcription, data was labeled for the analysis purpose. (Strauss & Corbin 1990, 30; Pidgeon & Henwood 1996, 90) All interviews were conducted in Finnish, which was the native language of interviewees and interviewer. Quotes used in the thesis have been translated in English by the author. After each interview short notes were created, where the first impressions and thoughts of the interview were summed up. These notes were utilized in transcription phase and data analysis.

Interviews initiated with the general introduction of main topics, which constituted of sustainability, consumption, Green Office and change. Then, each individual was asked to describe and evaluate themselves as a consumer in order to reveal their personal beliefs on environment and climate change. After that, questions such as how the change due to Green Office had affected interviewees and the organization around them took place and respondents were encouraged to tell their stories about how they have experienced the Green Office. Even though the research questions evolved during the interview process the principle outset remained the same through the process.

Interview transcripts were supplemented with ethnography from the respondents' organization. Data collection was unstructured and it was gathered informal situations such as table or corridor conversations (Chase 1996, 652). When the Green Office arose in conversation, observations of talk and context were noted. Also participation to GO-team's activity provided useful information of the phenomenon. Observations took place during autumn 2013 and 2014. In addition, sustainability strategy statements, official minutes of the GO-team meetings and yearly reports of of WWF Green Office audits between 2012 and 2014 were used as a supplementary documentation. These observations and texts provided more detailed understanding of the broader context and the dominant discourses within the organization.

3.2. Analysis of data

As to Hawkins and Saleem (2012), story and narrative analyses are often used in investigating and understanding organizational change, which Daily and Browning (2014) confirm by noting that narratives are a powerful approach to study especially organizations since "stories capture the complexity of organizational life and behavior." Chase (2005, 641 & 652) supplement that "narratives are socially constrained forms of action, socially situated performances, ways of acting in and making sense of the world" while Riessman (2005) states that "narratives do not mirror, they refract the past". In narrating individuals construct events and give them meaning. They choose experience and determine boundaries and importance by labeling them (Johnston 2004).

From researcher point of view, narratives are useful since storyteller interpret the past from own perspective instead of repeated it as it was and make decisions what she connect to event and make meaningful for others among past, present, and future.

According to Alasuutari (1993, 22-23), in order to solve the riddle, interpretation is formed based on clues and hints of the phenomenon that people provide. Thematic analysis was chosen to analyze the collected data since focus was on "the content of a text, "what" is said more than "how" it is said, the "told" rather than "telling"". Thematic approach is useful in "finding common thematic elements across research participants and the events they report (Riessman 1993). Boje (2014) described a deductive theme analysis as collecting "stories like marbles" and sorting "them by their colors, sizes and stripes into "etic" taxonomy."

The first step in analysis was to familiarize myself with the data. Transcripted data was read over and over again in order to explore the data thoroughly. After that, conceptualizing the raw data and identifying themes and broader patterns of meanings took place in order to be able to relate or talk about greening of the organization and its effects easier. Hence, each of these emerged themes were then analyzed more depth and pieced together to form an exhaustive story of their collective experience of greening efforts at MSD. (Strauss & Corbin 1990, 57-73; Aronson 1994).

As a result of analysis, three type of identity were developed among interviewees based on concepts of attitudes and action toward pre-environmental issues: *favorable*, *conventional* and "incredulous". The several properties that explain identity construction was noted and set into dimensional context of a phenomenon. These identities will be discuss more in the findings chapter.

3.3. Trustworthiness of the research

As to Hirsjärvi et al. (1997, 152); Denzel (2005, 643), achievement of objectivity is challenging in the traditional meaning of the world. The researcher cannot set herself apart from her own values since our values define the way we are trying to understand the phenomenon in hand. Denzel (2005, 152) adds that interviewer cannot totally avoid conscious and unconscious motives, desires, feelings and biases that he or she carries in this method. In addition, personality of interviewer is historically and contextually located which in turn have an influence to the data analysis.

My past activity in a founder group of MSD Green Office –team, or GO-team as we named the group, had definitely impact for this research. Membership awake also my curiosity toward phenomenon, which form one driving factor in deciding a research topic (Alasuutari 1993, 39).
In 2011 GO-team was formed by individuals from different departments of the company in order to prepare the organization to fulfill the requirements of Green Office. I represented marketing department. Tasks of the GO-team consist of implementation Green Office within the organization. Conduct of the Green Office included activities such as planning of water automats removal, giving up personal printers, reorganizing recycle system of the waste to mention few. Motivation of employee to change behavior toward more sustainable direction formed one of the most important tasks of the GO-team, which in turn raised my interest toward green change itself. Due to my studies in Aalto University I left the GO-team in the beginning of 2012 before the company has gained the certification. MSD Finland was certified as a Green Office organization in November 2012.

As Denzel (2005, 643) argues, reality is constructed in the conversation between interviewer and interviewee and thus, interview produces understandings within specific interactional episodes and therefore an interview cannot be a neutral tool either. Due to my common background with the case organization, I couldn't avoid a feeling that my role as a former GO-team member had labeled me and effect on some discussions. For example some of respondents searched approval for some of their sayings by asking whether it is right or according to Green Office statements. However, I claim that in consequence of my working history, I had an understanding of the language and culture of the company, which was an

advantage in interpreting narratives and my knowledge and experience of the organization in question provided more in-dept. understanding of the organization, which enriched this research. In addition, due to my student leave and absence from the work, I had a distance from daily participation of the organization as well as GO-team, which in turn provided me a new perspective to observe the organization and the change that has been occurred in the organization during my absence. Lots of changes had taken place between the beginning of 2012 when I started a full time student and in spring 2013 when I conducted interviews.

4. Findings

This chapter introduces main findings of the empirical data. This qualitative research focused on narratives of employees in order to comprehend how green discourse provided by Green Office (identity regulation) is interpreted and made sense by employees (identity work) and thus how green identity (self-identity) is constructed. The circle of formation at MSD is illustrated in the figure 4. (Alvesson&Willmott 2002)
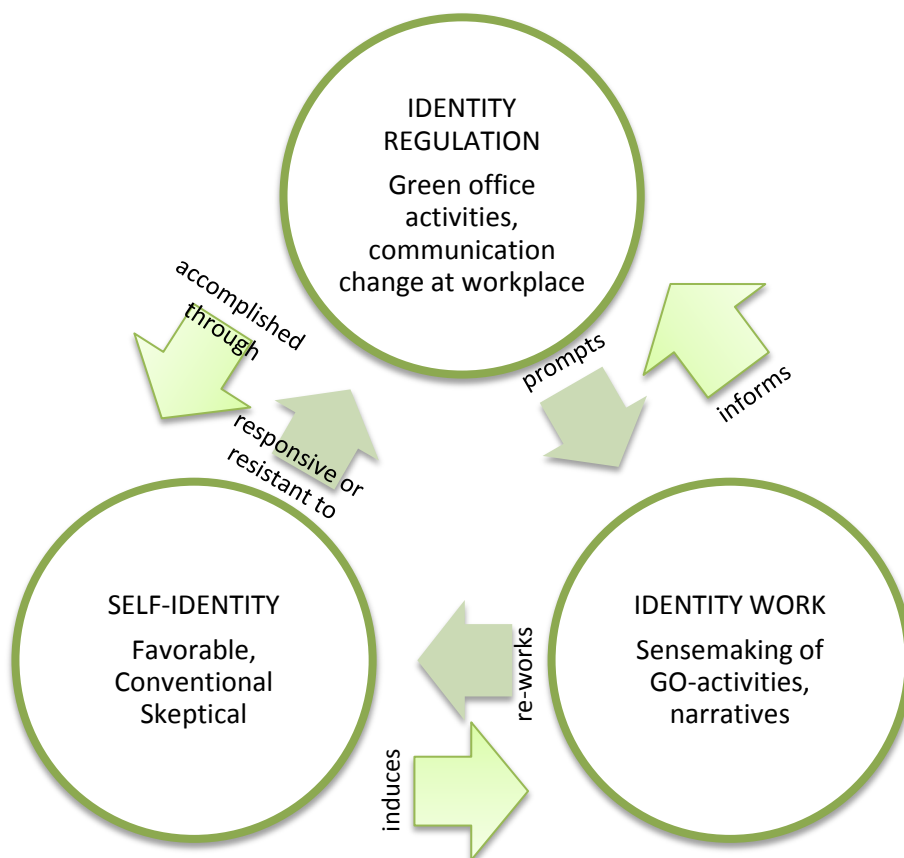

Figure 4: Formation of identity regulation, identity work and self-identity at MSD

Identity regulation prompts to the Green office activities, communication and changes at workplace that are explained in subchapter 4.1 in detail. Subchapter 4.2 present the themes that are made sense in identity work. Then identities *favorable*, *conventional* and *skeptical* that emerged from data in sense-making process, are demonstrated in the subchapter 4.3.

4.1. Identity regulation and green discourse

As Winn and Angell (2000) stated, corporate greening proceed from awareness to commitment and implementation, where pressure of external events act as a trigger for a change. In addition of external pressure of public discussion, merger of two global companies, Schering Plough and Merck/MSD, may consider as a trigger for this Green Office in MSD Finland. After unification, employees from Schering Plough moved into MSD´s office. Former Schering Plough employees were used to recycling system and green instructions since their previous office already followed Green Office. After a while, a notification of Green Office initiative was announced. At first, one person among employees was looked for to kick off the program, only none volunteer was signed up, apparently due to workload of the implementation beside own work. Therefore, Green Office team was created of representatives from all departments of the organization to divide workload.

As to Crane (2000), organization needs green champions that enable the greening of the corporate and this role was given to GO-team. Formation of GO-team was also very powerful way to ascribe an employee to some certain group that divided social world to "us" and to "them" (Ashford & Mael 1989). It also definite member of the team indirectly by reference to the other as a person that is interested in green issues (Alvesson & Willmott 2002).

After formation, Go-team assembled in regular basis and gathered lot of background information of organization´s energy consumption, recycling system and purchase habits. Based on collected information, GO-team created a practical environmental plan that concentrated to issues that needed improvement according to objectives of Green Office. Green Office defined clear norms how to behave in order to gain a certificate and how to act more sustainable manner within an organization. These norms guided activities that GO-team prepared and communicated to the organization by providing a specific vocabulary and explicating morals and values behind the program. GO-team emphasized especially the meaning and the role of favorable green behavior in small pro-environmental activities for larger social, organizational and economic entities. (Alvesson and Willlmott 2002)

Alvesson and Willmott (2002) discussed in their paper the role of organizational regulation in producing appropriate individual within an organization. Therefore, in order to succeed with Green Office, GO-team´s first task was to achieve acceptance of the management team, since the support of management team was considered crucial. As Fineman (1996) stated, greening of the organization was more relaxed when employees believed social concerns of management level were true. In order to convince the management team of the importance of Green Office, GO-team emphasized monetary benefits caused by sustainable activities since economic benefits were more concreate and comprehensible than environmental issues. Generally, economic issues receive more attention compared to environmental aspects as Crane (2000) stated.

Go-team arranged a kickoff event for organizational members, where the Green Office and planned activities were introduced. Information of environmental issues was provided along the new rules that concerned all employees. As a mean to activate organizational members to the change, the management team was utilized in introduction and implementation phase of the Green Office as an instance for the employees. Each member of management team announced one "green" target that each one promised to follow in repeating occurrence, such as, "*I ride my*

bicycle to work at least once a week", *"I use stairs instead of an elevator"*, "*At least once a week, I eat vegetarian food at lunch time*", and so forth. By this mean, GO-team attempted to emphasize the important meaning of small activities, to raise awareness among organization toward environmental matters, to get greening onto corporate action agenda (Fineman 1996) as well as to mobilize new, favorable green discourses within an organization for interpretation of employees (Alvesson and Willmott 2002).

Major visible changes constituted of removal of water automats and disponible mugs, renunciation of private printers, change of print settings two-sided, re-organization of recycle system to mention a few. Change of electric bulbs to led lights or change of toilet paper to environmentally friendly paper formed less visible changes even though effects have been more notable especially in electricity consumption that has been decreased remarkable compared to previous years as the following figure 5 indicates.
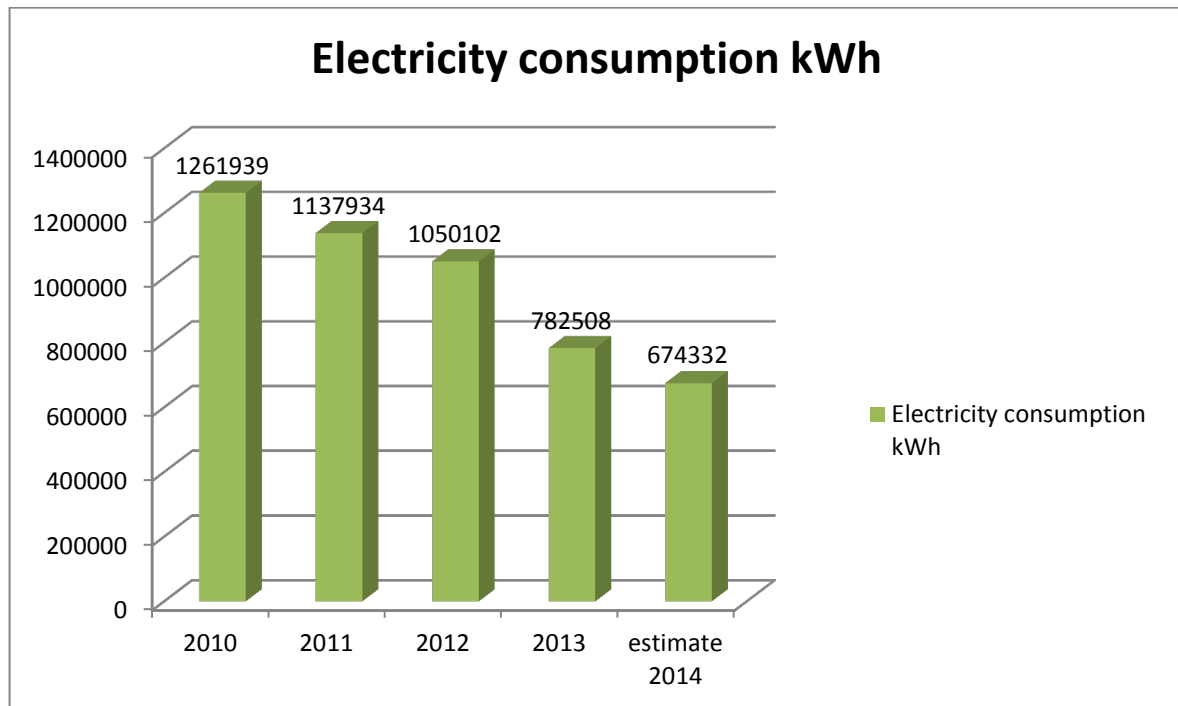

Figure 5: Electricity consumption at the office of MSD Finland (MSD 2014)

In addition to change of bulbs, lightning system have been automatized from switches to motion detectors, which have affected electricity consumption noticeable as descendent pillars show. In addition, recycling system changed notable when eight mixed waste containers were replaced to seven energy waste containers, and one mixed waste container. Moreover, recycling of paper and bio waste, hazardous waste (batteries etc.), glass and metal waste was arranged in a new way. Because of recycling, landfill waste has been replaced by energy waste and mixed waste that can be burned. Results of the changes are illustrated in figure 6.
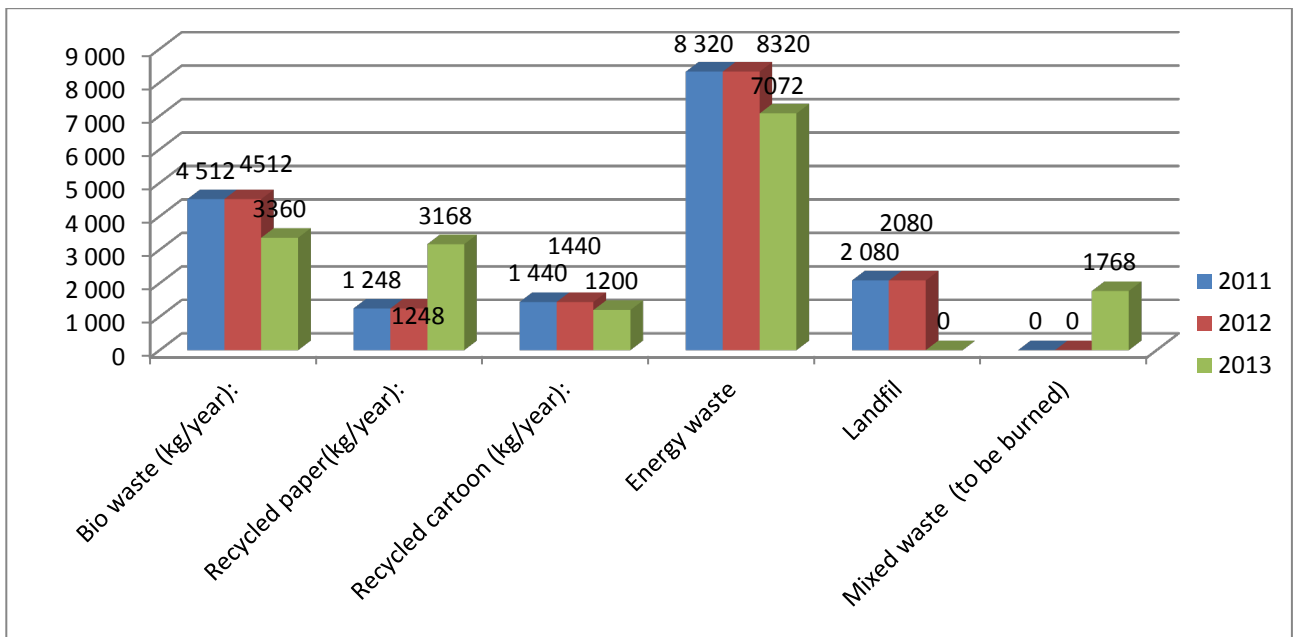
Figure 6: Recycling of waste at the office of MSD Finland (MSD 2014)

In addition, general temperature of the building was adjusted to usage and for example during the weekends; temperature was lowered with notable results in heating consumption and cost savings of 21,9 % in 2013 compared to 2012.

These changes were executed systematically at the same time when GO-team members leveraged awareness of pro-environmental issues. As stated earlier, some of these modifications caused minor changes at employee´s workplace while some of those were more

visible and required a behavior change. These rules of Green Office offered guidance for future green office and tension between new requirements and the old way of doing things that included also unspoken or hidden rules, was unavoidable. (Alvesson and Willmott, 2002) The next subchapter will cover in detail how these tensions appeared and how employees talked about sustainable matters.

4.2. Identity work and narratives of self – interpretive activity

As Weick et al. (2005) stated, organizational member's individual and collective identity is gradually transformed in sense-making process. Sensemaking has an important role in understanding human behavior, since it is the first site where meanings come visible in actions and identities. Talk plays an important role in identity construction as well as transformation process (Brown & Lewis 2011; Kärreman & Alvesson 2001) and following subchapter present themes that emerged from data collected by interviews and observations.

4.2.1. Attitude toward pro-environmental issues

Since consumption habits have stated to reflect personal attitude to the environmental and ecological consumption (Haanpää 2007; Park & Ha 2012, Wright et al. 2012), I initiated interviews by asking employees to describe themselves as consumers, which pushed respondents to define their dominant consumption identity (Wright et al. 2012; Alvesson and Willmott, 2002). Stories of consumption lead to narratives from green perspective, which was my ultimate interest.

Consumption habits varied between consumers that consider their consumption less to those who weighted every decision. Even though respondents were aware of pro-environmental issues, it necessarily led any green behavior. In addition, those respondents believed neither future change in their behavior.

"I am impulsive and quick in my purchase decisions and I consider myself a person that consumes a lot. Even though I follow new trends of environmental issues, I do not think that my consumption habits are at the ideal level what comes to green consumption. For example, I throw away lot of food, which is not wise. In addition, if I see something that I want, wheatear it is expensive or cheap, I buy it, even though I do not need it now. However, despite of environmental pressure, I do not think that I will change my behavior."

One respondent express very clearly, his opinion toward organic products and provocative arguments were shown that indicated negative attitude toward green purchase. In addition, the person wanted to separate himself from all kind of green discourse and green enthuastics or *"watermelons"* as he named those who were favor for green issues.

"I hate organic products since I think that is very selfish to product small amounts when there are needs for larger quantities. I spend all my money. I buy what I am afforded and I do not spare anything."

As a contrast, some other persons analyzed their purchase carefully from different point of view keeping pro-environmental matters in mind.

"I consider myself a green, critical and modern consumer. Green, cause ecological values determine my purchase decisions and for example I do not like to throw away food and I buy only for my need. Critical, since I think very carefully what I buy and I compare quite a lot prices. I also wait or postpone purchase if I am not very satisfied with offering or I do not have enough money for something that I really want to invest. Modern, cause I use lot of internet in purchasing. I am very keen on Google´s "Zero moment of truth" where price comparison is very easy."

However, the majority of respondents position themselves between two extremities where heavy consumption habits felt no familiar nor green enthusiasm. One respondent described herself as an "*ordinary consumer*" whose purchase decisions were determined by "*common sense*". Even though willingness to behave with the pro-environmentally manner was remarkable and respondent acted most of the time as a responsible consumer, laziness took over occasionally.

> *"I wish that I would be a responsible consumer, whose decisions based on consciousness of environmental values. Even though I choose quality instead of quantity and I prefer near produced and organic food, I am too lazy to search alternatives, if those options are not easily available. I try to reduce my consumption and at home, I recycle everything that is possible. In addition, I prefer to give services and immaterial gifts, since I do not like to buy more stuff for my friends and relatives, because they already have all necessary. I realize that my own actions are small compared to whole entity."*

Respondents have learnt some consumption habits already from their childhood and parents influence on some consumption habits was strong. However, informants admitted that manners of consumption have been varied during the past years due to family situation, increased living standard and due to changing environment and values. In turn, one interviewee mentioned that she has changed more spontaneous in his purchasing habits while getting older mainly due to credit cards that have enabled different consumption behavior. In addition, quality of material played major role in purchase decisions as well as attempt to avoid gathering of redundant material as one responded summed up: *"I prefer less material but with high quality than more stuff but low quality."*

Even though all respondents were well aware of climate change and greenhouse gas emissions, just a few considered green issues while purchasing and even fewer actualized green behavior. If green option was considered, for example in food purchases, expensive price of organic or locally produced food formed one main reason not to buy that product. People negotiated all

the time between conflicting discourses (Wright et al. 2012) and it was not evident that individual acted with the sustainable way even though the individual embraced green discourse or admitted the benefits of the sustainable behavior (Autio et al., 2009). On the contrary, as to Fineman (1996), Crane (2000) and Wright et al. (2012), even if the organizational member owns insignificant emotional and moral attachment to the environment or shares loose "ethical" culture of environmental values, the green behavior of organizational member can be possible.

To sum up, different attitudes toward greening and pro-environmental behavior emerged between those who was favor and those who were skeptical for greening. However, some common features were even found, such as waste of food was unbearable for extremities, those who consider their consumption more carefully and those who put no much weight for purchasing decisions. In addition, some attitudes between these two extremities arouse among respondents.

4.2.2. Concerns of environmental issues

Feelings of quilt for destroying the globe with unstainable consumption habits came to the fore in interviews. For example, one respondent suffer from bad conscience since he was poor in taken green values in his purchase decisions into consideration. When asked what make that feeling arouse, he stated that external pressure was unbearable and even though he had a knowledge and awareness of climate change and melting "icebergs", he was just too lazy to find out information of products and act with the sustainable way. As a result, he named himself as a "wanna-be-green".

Another respondent confirmed the same though of guilty for driving a private car. As a result, she had made a decision to choose a smaller car from company car list with lower carbon dioxide emissions than she was entitled to. In addition, one interviewee reported feelings of shame to possess a company car that caused the highest carbon dioxide emissions. Using private car instead of public transportation was generally acknowledged the worst issue from the pro-environmental point of view. However, car policy that permits vehicles with major

consumption of fuel due to their size and power was explained by the northern latitude and weather conditions that requires some capability and safety from cars. Though, there have been changes toward lower emissions due to global company policy. In addition, travelling has been limited due to saving reasons, which has reduced ecological footprint of the company.

As an opposite of guilty and shame, one respondent feel that the topic was very unfamiliar and strange for him and he stated not to be interested at all in pro-environmental issues. He also claimed that his existence at the globe lasts only for a short time and without any descendants, there is no purpose to him to save the globe for the next generations. After time has passed him, he could not care less or as he put it "*give a damn what will happen to the globe*".

In addition, even though people own concerns of environmental issues, in practice the reality challenged those choices. At workplace especially in purchase decisions employees needed to negotiate between sustainable options and money and the ultimate aim determined the choices; whether to buy more or less of certain goods at the cost of sustainability.

> *"In material procurements we should think more carefully our purchase targets. However, with small material budgets it is hard to be sustainable and then decisions easily base on prize since products made in China are remarkable cheaper than made by Globe Hope company."*

The wider perspective toward sustainable issues was more common among respondents that belong to GO-team. Since GO-team was created among employees mainly by voluntary basis, many members had already interest as well as knowledge of sustainable issues. Some respondents ponder the relationship of pharmaceutical company as an industry and environment.

> *"Those facts (use of chemicals and energy) are undeniable and we just need to accept that and do as much as we can to pay back to environment. This kind of program supports this aim."*

Employees concentrated more the office and own ecological footprint than influence of pharmaceutical industry to environmental, which may be a result of the fact that production lines are situated outside of Finland and therefore thoughts of energy consumption were limited only these topics.

However, respondents express their desire to influence environment by this program and provided advices for implementation of Green Office and for change management. They also desired to hear more of accomplishments.

> *"I wish that Green Office were more present in daily lives at the office since people need reminder in order to change their behavior. It is not just a project that was implemented and then, let´s move to the next project. It is a constant change that needs more pushing to the right direction."*

> *"I wish more information for good results for example savings that have been gained due to Green Office, or at least I have not noticed any information of that topic."*

To sum up, respondents had different concerns toward environmental issues that came forth in feelings of quilt and shame as well as an opposite feelings such as detachment. They also wished more information and celebration of accomplishments, which is seen important in successful change management (McClellan 2011). The next subchapter will discuss how green change at workplace was made sense by organizational members at MSD.

4.2.3. Green change at the workplace

Since there were varieties in narratives as well as colorful statements while respondents described their consumer identities, I expectated similar comments when the core topic, Green Office get closer. How would persons with the opposite opinion of pro-environmental issues make sense of green discourse and do they have to negotiate the identity at workplace, which requires green behavior?

While talking about the changes that Green Office have caused, major resistance, or at least visible resistance, toward the changes have calmed down during two years that have passed from the beginning of the implementation initiative to interview. Though, in the beginning, Green Office was a target for cynical comments, ironic remarks as well jokes, which composed one example of resistance (Dailey & Browning 2014) even though respondents admitted that program was appropriate and the cause was desirable.

When asked respondent to describe changes that Green Office has caused at the workplace, almost all responses were related to recycling system, coffee mugs or lowered temperature of the office among other minor issues that came to fore in interviews. Thus, it can be almost stated that green change at the workplace was made sense through these issues.

Narratives of recycling system

Changed recycling system aroused narratives how new system has been experienced. Recycling was almost without exception the first issue interviewees mentioned when Green Office was discussed. People explain their pro-environmental behavior by stories how they recycle also at home and how they have adopted the recycling system at work. It was an easy issue to catch up as a visible and concrete item. Recycling bin that includes of paper, newspaper and energy waste, reminded workers of Green Office in every room. The collection point of mixed and organic waste as well as tin and glass was organized in kitchens that were situated in every floor.

> *"Green Office has effected at my workplace only by this… (showing recycle bin of the room) I just need to understand where to put waste. I do not understand why there is a different place for paper and newspaper, since in the end those issues will end up the same recycling bin. In addition, people are lazy; some of them are more excited than others of these issues. It does not change a person green if you take the mixed waste away from the room."*

Recycling caused confusion since it was identified too difficult to follow and jokes about how to recycle was told. In addition, there were respondents that claimed that it will be any good to recycle:

> *"My colleague asks where to put a tin. I asked him to take it to home, since the recycling system was too complicated to understand."*

> *"I do not recycle at home - or batteries make exception since as far as I have been understood, those are toxic . In addition, I recycle old stuff that I do not need any longer but that is intact, mostly because the recycling center is very close to my home. I believe that other recycling is waste of time since in the end all that garbage will end up into the same bin. It is too difficult."*

However, many of the respondents were very pleased to have a proper recycling system at the work as one respondent concluded:

> *"Green Office and especially renewal of recycling system was a very good improvement of the office and I waited that to be placed already earlier. I even mentioned that before, but it was adopted not until now. It was tedious to see how all material was dumped in the same dustbin and especially when we had those warehouse´s cleanup days; it was horrible to see how good material was put to garbage can instead of recycling."*

Evaluations how system worked at the office differed from those who considered that there were still lot of improvement from those who regarded that system worked well based on the results. Some respondents acted even as a waste police and were willing to educate co-workers. There were also those who know results well and they were proud of achievement. In addition, improvement ideas of Green Office activity were presented.

> *"I am bit shocked that people do not know how to sort waste. How difficult that could be? I admit that I act as a "waste police" here and I follow little bit how people sort. Thus, employees need more education of that issues which should be arranged by Green Office team."*

"I put all my waste to that one bin (energy waste); I kind of create my mixed waste by myself. I know that it is not right and therefore I am not a real "Christian" in this recycling issue. Where should I put my chewing gum unless that bin over there (energy waste)?"

"In the beginning recycling caused difficulties for employees. However, nowadays behavior has been settled down and we have received good results in reduction of mixed waste."

"Cardboard recycling point at the ground floor is not good idea since none will bother to take that waste there. Cardboard container should be available at every floor as I have suggested to the Green Office Team."

To sum up, narratives of how to follow green rules at the office revealed differences in behavior and how respondents made sense of change. Adoption level of the Green Office can almost be measured by how people use their recycle bin. Some respondents have adopted systems well and acted as an enthusiastics or "waste police" and leveraged information how to sort in right way. As an opposite, there were respondents that criticized the whole system and some that admit not to follow the rules at all.

Narratives of paper mugs

Paper mugs have caused vivid discussion during the change. Disposable mugs have returned and removed beside the coffee machine. The latest solution was that employees were given new colorful mugs "Keep Cups" to use them instead of disposable mugs.

"There are good concerns in Green Office, even though I do not agree all points, for example I do not understand what is the difference using paper mugs versus porcelain mugs that are washed by using strong and toxic detergent and water. What is green really? However, due to Green Office I use nowadays the same paper mug all day long and after use I put it to the energy waste."

Those for favor of paper mugs, maintain loud voices concerning the renunciation of paper mugs. In addition of belief that there was no difference in energy savings, the contrarians utilize the argument that washing mugs will cause extra work for kitchen personnel. The use of paper mugs were also justified by an argument occasionally, when the amount of people arises at the office, extra mugs are needed. However, there were employees that wanted to drink their coffee from "real" porcelain cups and expressed opposite opinions against contrarians.

"I do not understand why paper mugs still pop up in beside of coffee machine. Giving up of paper mugs is a good thing, since people do not put the paper mugs in the right bin anyway."

Narratives of temperature of the office

Temperature of the room emerged as one hot topic and coldness of rooms was a common theme in conversations and almost without exception, the comments were negative. However, people mixed what was caused by Green office activity and what was normal real estate activity. For example, employees complained that there were cold at the rooms, especially after weekends when temperature was adjusted to lower usage. When person entered the room, temperature was activated to that degree that person has set for the room. However, it took time to reach the required temperature. When informed that degrees were lowered by one degree as one activity to save energy, Green Office gained entire negative feedback.

"Probably Green Office creates savings for the company. However, there has been negative feedback of lowering temperature and I just wonder how much are we able to influence with this program and these minor changes? I believe that compared to major polluters in industry we are small players. "

To sum up, the most booming resistance occurred after all in small issues such as usage of paper mugs and lowered temperature. Respondents felt that they were not able to effect the matter in any case even opposite opinions were expressed. Those changes that were invisible in nature formed a difficult target for resistance and therefore those that were visible received the entire attention.

4.2.4. Effects of sustainable activities

These previous activities generate questions whether our output matters compared smokestack industry that pollutes in China for example. As long as not all industry countries are committed to reductions of emissions, there is no desirable impact on global environment. Respondents regarded activities of Green Office minor in influence when observing the entire society and globe and therefore for some respondents, it was difficult to commit to pro-environmental activities or new rules. However, if some other reason in addition of environmental cause was presented such as savings, the changes were most probably accepted. As one respondent noted, *"if the change make any sense, it is worth of doing"*.

However, respondents viewed that company possess larger influence to environment than individuals alone. Over 100 employees within an organization have wider effect. Bulky purchase of organization might have remarkable influence on environment. The one of the main unsustainable behavior was related to transportation. All kind of reduction of travel was urged, also in savings respect, and considerably amout of webex meetings are arranged frequently. However, all travel was not possible to avoid.

The global car policy directs to lease cars with lower carbon dioxide emissions, which may lead to more positive environmental impact. If there is, also other companies that require cars with lower emissions, there could be larger affect overall in car industry. However, there are issues that do not belong to the company´s sphere of influence, but in addition, there are issues that can be effected on. For example, the opportunity to work remotely is arranged, but according to one respondent, hidden norms and organizational culture discourage remote work especially for those who are based at the MSD office. Remote date occationally could reduce emission as well as time spend on way to work.

Thus, the organizational behavior and discourse change as well as more resources is needed in order to improve company´s ecological footprint and achieve significant results. The relationship between business and environmental is crucial in future success as one respondent concluded:

"As long as corporate social responsibility does not exist in the company´s scorecard, these CSR related issues will not gain enough resources or interest within an organization, which is shown for example that all these Green Office activities are generated along the main work assignments, which is not sufficient and remain lesser attention. However, I believe change in environmental issues and more sustainable behavior. That day when business and environment shake hands, and when this kind of thinking is in the core of business, it will achieve better results."

4.3 Outcome of identity work - Self-identity

The subchapter 4.3 reveals the outcome of the identity work and sensemaking of the green discourse. Three identity types emerged from the data, "favorable", *conventional* and *skeptical*, are introduced.

4.3.1. Favorable

In *favorable* category, individuals welcomed the Green Office at the workplace. They have been waited for a long time this kind of improvement in use of resources and they agreed ideology behind the Green Office. As one respondent described the previous behavior;

"…in our behavior, there was no sense. We used our resources without thinking consequences and we wasted as well as money and material, the time of employees. Due to Green Office employees are encouraged and somehow forced to rethink allocation and use of money and for example promotional material is ordered sensible amounts nowadays."

In addition of pro-environmental matters, there have been also other reasons, such as new regulations in pharmaceutical field and changed business needs that employees have been obliged to consider while requesting material.

Favorabless consider themselves as a consciousness consumers that consider environmental issues. Respondents admitted that thinking has been changed during the last years. Awareness of pro-environmental issues has been increased due to public discussion, but also due to discussions at home with family and especially with children that has been thought at elementary schools to consider pro-environmental issues in their consumption behavior. Participation of GO-team had also an important influence on thinking and behavior, which has been generated innovative ideas how to save energy at office but also at home.

"I have realized small improvements at home such as I have adjusted batteries to other resources of warmth by which I mean TV set that produces lot of warmth to the room while open. I have also changed led bulbs as much as possible etc."

In addition, the society has made recycling much easier than earlier and many housing cooperative provides wide range of collection points of different waste. For example, one respondent told that she had seven different kinds of recycling bins at home and she recycled everything that was possible.

Even though favorable person lived like prayed and pro-environmental issues were involved in consumption decisions, some laziness can be observed and convenience took place every now and then, which overruled sustainable decisions. For example, provided company car couraged no use of public transportation. Also recycling and taking cardboard to ground floor in the main garbage room was overwhelmingly difficult as one respondent stated:

"If you receive a mail package and you need to get rid of that cardboard, who care and remember to take that cardboard downstairs? The collection points should be at the every floor and I have suggested that as well to GO-team".

However, this suggestion of respondent was successful and nowadays the recycling has been renovated so that also cardboard collection points are situated at every floor.

All kind of avoidance of excessive consumption was typical character in favorable group. Some respondents chose sustainable option when possible and purchased immaterial gifts or recycled material. Waste of food was also in control and the favorable bought only in his/her need.

Even though some similarities can be observed in identities found in studies of Wright et al. (2012) and Autio et al. (2009) equal statements cannot draw from basis of the empirical data and due to different set of research. Favorable follows the similar path than the "green change agent" (Wright et al. 2012) in acting as a waste police at the workplace and attempting to effect other organizational members. Even though favorable is strongly favor for pro-environmental issues, "anarchist" (Autio et al., 2009) goes beyond with the prevailing role as a responsible consumer. Similar emotional meanings toward greening than Fineman (1996) found in his study, can be identify in favorable group such as enacting green commitment.

4.3.2. Conventional

The second category can be described, as a *conventional* that thinks of sustainable issues, but thoughts stimulate no any extra pro-environmental activity. One respondent named himself as a "wanna-be-green", which is very descriptive for this category. However, potential sustainable activity can be found, if things are just prepared easy for conventionals. The addition of carbon collection point and improvement of recycling at the floors was an example that could be led their behavior for more sustainable direction.

According to *conventionals*, changes were minor as one respondent noted: "*GO Program has not bothered my work at all*". The same respondent added that lot of improvement have been executed due to Green Office. However, those changes have been easy to follow for them. Main parts of changes have been invisible for employees, such as change of copying paper to ecologically produce. In addition the behavior of *conventional* at work differs from the other behavior outside the workplace. At the work *conventional* recycle according to instructions, but at home they do not necessary recycle for example organic waste. As Fineman (1996) noted, possible conflicts between an actor´s private moral belief and corporate green expectations occurs seldom and if any conflict occur that results in favor of the corporation.

Conventionals consider themselves as an *"ordinary consumers"* that embrace no the green discourse nor contest the ideology. However, their behavior is more close to personality of the "Antihero" that Autio et al. (2009) discovered from their study than "Hero" of "Anarchist". Even if *conventionals* have all the information of sustainable consumption and they are familiar with the discourse of the pro-environmental issues they still choose to behave unsustainable way.

4.3.3. Skeptical

The third category consists of *skeptical* that believes only when there is some prove available that convince him/her. As long as there cannot be offered any evidence for that using of paper mug instead of porcelain mug consumes less energy or recycling results in notable savings, skeptical does not change the behavior.

> *"I do not believe in God since none has been able to prove me that God exists. It is the same thing with these pro-environmental issues; I believe that there is no use to recycle since none has proved me that the garbage will end into different bin. To me, separating banana´s skins to distinct bin is nonsense and I consider that complicated."*

Though, when talking about the Green Office, skeptical accepted those changes that made common sense, such as two sided printing or switching off the lights when leaving the room.

> *"It talked already long time ago that printing should be two-sided. Not until the Green Office entered into the office, this small issue was corrected."*

However, for skepticals, sustainable development is a strange and unfamiliar issue that they dedicates any interest. Emotional meanings that skeptical address to greening consist of criticism and resistance. Fineman (1996) discover distinct emotionally significant subtexts from his study that describe how the green pressures are received, developed and culturally

incorporated or rejected. The contesting green boundaries as well as avoiding embarrassment

portray the emotions that skeptical indcate toward pro-environmental issues. Skeptial wish no any circumstances to be referred to "watermelons" as he named those who were favor for greening.

5. Discussion and recommendations

The purpose of this research was to seek answers to the following questions:

- How do organizational members talk about Green Office?
  - How do employees express their attitude toward pro-environmental issues by talk?
  - What feelings and ideas Green Office arise among employees?
  - How do employees make sense of "green" and change through narrative means?

The previous chapter discussed findings of the data thoroughly by using formation of identity regulation, identity work and self-identity as a frame (Alvesson & Willmott 2002). The present chapter will review and summarize the answers for the research questions.

As pointed out in Section 2.3.2., sensemaking has a significant role in understanding human behavior and organizing the past and present events within a social context of other actors. Stories are ensemble of personal, organizational and/or societal narratives that are collected and combined during the time and within a certain context. Organizational sensemaking is viewed to occur when a flow of organizational circumstances is turned into visible words and actions. (Weick et al. 2005; Brown et al. 2008; Brown et al. 2015; Colville et al. 2011; Hawkins & Saleem 2012)

Subchapter 4.1. described in detail activities that GO-team executed gradually for interpretation of organizational members. Among other more profound organizational transformations that occurred at the same time within a company, the green change seemed to cause minor variety at workplace of respondents. Great amount of activities were prepared by GO-team so that notable behavioral changes were not required from organizational members. For example change of electric bulbs or adjustment of temperature caused no action from employees.

Change of printing settings as two-sided can neither designate any remarkable change. Those, who gave up the personal printers, the behavior modification was required since the prints were needed to pick up from the shared printers. To conclude, the amount of activities requested from organizational members was limited only for few energy saving and practical tasks, such as adoption of recycling system. After all, little effort was required at the individual level to act according to norms of Green Office at the workplace.

Subchapter 4.2. presented themes that emerged from data and which were made sense in identity work. Attitude toward pro-environmental issues were discussed first through consumption habits that reflected personal attitude toward environment and green behavior (Haanpää 2007; Park & Ha 2012; Wright et al. 2012). After that, respondents made sense of green and change by telling stories how they have adopted ideology behind Green Office as well as how they followed the new rules in action. Many respondents repeated the organizational narrative that was communicated by GO-team in implementation phase, which can be interpreted moderately for some level of adoption of Green Office. However, the some cynical and ironic comments occurred especially among skeptical that criticized the Green Office (Dailey & Browning 2014) and some of the effects of the program.

Three main topics of transformation that arouse from interviews were related to recycling, lowered temperature and paper mugs. Distinct attitudes toward greening and pro-environmental behavior were discovered. Surprisingly, some respondents found it challenging to follow those norms of Green Office and created their own rules and manners. One respondent named herself as a "non-Christian" which portrayed her behavior against guidelines and another respondent described himself as a "wanna-be-green" who wished to act sustainable way, but discovered it challenging. As stated earlier, employees with different culture backgrounds emphasize on distinct aspects in their corporate sustainability activities and therefore they can hold different attittudes, which might challenge implementation of unified sustainability-oriented organizational culture (Linnenluecke & Griffith 2010). In addition, the negative attitude toward greening was shown with feelings, doubts and thoughts as well as through action (Oreg 2006). Feelings, such as irritation, arose in conversations of paper mugs, doubts and thoughts appeared by questioning the functionality of recycling system, but also by

contesting the extensive meaning of the program for society and environment. Non-desirable action from Green Office point of view emerged by neglecting to follow new rules of recycling and mixing all waste in the same bin. (Oreg 2006)

Viewing pro-environmental issues from broader perspective, feelings of quilt and shame for destroying the globe with unstainable behavior as well as irritation and apathy toward entire topic came fore in interviews. In organizational context, Green Office caused delight and relief as well as frustration and irritation. Delight and relief, since recycling at the workplace was arranged an ease and modern way and it aided respondents to act more sustainable way. Frustration and irritation, since activities caused by Green Office complicated daily routines of respondents such as, instead of paper mug, respondents were forced to use porcelain mugs, which were not possible to throw away after use. Conversation of paper mugs can be see a culmination of resistance. Even though paper mugs were alternatively available at the moment, individuals selected between these two options. In addition, even though people possessed concerns of environmental issues, in practice, the reality challenged those choices and employees were needed to negotiate between sustainable options and money (Phillips 2012). In those situations, the ultimate aim and need determined the decision and sustainable option remained often the second in that comparison.

Subchapter 4.3. concluded the outcome of the identity work and three identity types, favorable, conventional and skeptical, were discovered from the data. Even though some similarities can be discovered from the identities found in previous studies (Wright et al. 2012; Autio et al. 2009; Fineman 1996) any generalisations should be conducted moderately due to different research setting and context. The emerged identities were a result of reflection and dialogical interaction in interview, which were interpreted and analysed. These identity types possess distinct attitudes toward environmental issues and their behavior differentiated from each other´s behavior, which challenged the implementation of Green Office.

The adoption of green values was a continuous topic at the meetings of GO-team and the team attempted to capture the reason behind resistance as well as understand the slowness of the change (Jackson 2005). The common mantra that GO-team members used was composed of saying: *"Change will occur in baby steps"* that indicated the slow change at the practical level, but also the modest change in business oriented mindset toward more pro-environmental direction. There are differences in organization types and how organizations support pro-environmental ideology and as Crane (2000) concluded, the moral code in the modern business environment is constructed around growth, consumption, profitability, and personal success while environmental values remain lesser attention and even though most of the respondents admitted the importance of pro-environmental work and wished to act sustainable way, the shift for more sustainable behavior was difficult. Rediness to commit extra green effort at the workplace was challenging, especially in occations, when the issues were not conducted easy for organizational members.

However, as to Linnenluecke & Griffith 2010, the adoption of corporate sustainability principles can take place in several different dimensions even though organization contains different culture types and individuals. As to them, the employee training in sustainablitiy issues may influence in employees' values and beliefs by providing a conductive context for change. Accordingly, respondents desired more reminding and communication at more practical level in pro-environmental issues as well as celebration of achievements and savings that participation to Green Office has caused.

No matter of change type, but as a complex issue, it needs change management. In addition of training, organization requires strong and politically skilled internal green champions that enable the greening of the corporate (Crane 2000). In addition, the role of management team has seen crucial in change management (Kykyri et al. 2010; Fineman 1996) and without mangers´s support change falls easily short. As to Fineman (1996) pro-environmental organizational change depends on the emotional meanings that key actors attribute to environmental protection and meanings vary from business-benefit commitment to more deep

sense of environmental responsibility. Collected data included interviews of management team members and all identity types; favorable, conventional and skeptical, were present. In order to gain coherent attitude toward greening, common message is needed to negotiate, since as Fineman (1996) continued, the green change had better chances to succeed, if organizational members believed that chairman's feelings of social concern were true.

The role of change agent was given to GO-team that pushed green change forward. Members of GO-team were more involved as well as informed of the environmental facts than other organizational members. Their commitment toward sustainable development and organizational greening appeared in their "ownership talk" as Kykyri et al. (2010) named the phenomenon where the individuals share their views, interests, and experiences related to the change process.

Members of GO-team execute Green Office activities beside of their main work responsibilities, which limit resources used for pro-environmental issues. Therefore support of entire organization would be significant. GO-team has received a spontaneous assistance from organizational members and some individuals have taken a role of "waste police" and educator of fellow workers in recycling at some departments. In addition, suggestions from employees for improvement were important, since continuous development is required in order to maintain the Green Office labeling and therefore encouragement of organizational members to import own ideas and suggestions is vital. However, more profound understanding of environmental issues is needed within an organization and one notable task of Green Office is to arouse discussion and thoughts of organization toward more sustainable behavior. Shaping the organizational attitude to take pro-environmental aspects into account in decision making is significant issue, since as stated earlier (Green et al. 2000), the role of organization as a consumer is more extensive than the meaning of individual alone.

6. Conclusions

This chapter will conclude the thesis by summarizing the research project and by bringing together the main findings of the study, as well as practical implications.

6.1. Research summary

With this report I clarified the role of WWF´s Green Office in greening of the organization. The aim of the research was to investigate how organizational members made sense of green change and how they talked about Green Office. A global pharmaceutical enterprise working at the private company sector formed a research context of this study. The company gained WWF´s Green Office certificate in 2012.

This research was a qualitative in nature and focused on narratives of employees in order to comprehend how green discourse provided by Green Office (identity regulation) was interpreted by employees (identity work) and thus what was an outcome (self-identity) (Alvesson & Willmott 2002). This research built on the existing research and contributes to better understand the role of Green Office in greening of the organization. In spite of broad studies in the field of organizational greening there was a gap in understanding how people are making sense of greening at the work environment due to program such as WWF´s Green Office.

The data was gathered by interviews and was supplemented with supportive documents from the organization. Since this research investigated talk, narrative approach was justified and narrative analysis approach was used in data analysis. Due to specific research context, generalization of these findings is advised to do moderately

6.2. Main Findings

As concluded in previous Subchapter this qualitative research focused on narratives of employees in order to comprehend how green discourse provided by Green Office (identity regulation) was interpreted and made sense by employees (identity work) and thus how green identity (self-identity) was constructed (Alvesson&Willmott 2002).

Green Office norms quided activities that GO-team prepared and communicated to the organizations. Behavioral change that was required from the organizational members was minor compared to other changes that occurred at the same time within an organization. In addition, most of the major justifications were executed by GO-team that acted as a change agent and a green champion of the program. However, those few visible green changes confront resistance, which appeared as cynical comments and jokes that was typical for resistance talk (Daily & Browning 2014). On the contrary, positive and committed talk was expresses especially among GO-team that Kykyri et al. (2010) named "ownership talk".

Sensemaking is a first site where meanings come visible in actions and identities (Weick et al. 2005; Brown & Lewis 2011; Kärreman & Alvesson 2001) Responents organized their past and present events related to Green Office by stories of their recycling manners and of their participation in green activity at workplace (Weick et al. 2005; Brown et al. 2008; Brown et al. 2015; Colville et al. 2011; Hawkins & Saleem 2012). Themes that emerged from data collected, included attitudes and concerns toward sustainable issues. In addition, green activities at workplace and their effects came forth.

Three types of identities, that present different attitudes and concerns toward greening and pro-environmental issues, were identified. Favorable, conventional and skeptical represent distinct behavior and actions among respondents. Favorable are favor for pro-environmental discourse and attempt to behave as sustainable way as possible. Skeptical named these types of individuals as "watermelons". Sustainable discourse was strange and unfamiliar for skeptical, and they contest greening. One respondent named herself as a "non-Christian" that disregards

green behavior. Between these two extremities are situated conventionals that wish to be as sustainable as possible as long as it is convenient for them and therefore one responded described himself as a "wanna-be-green".

Implementation of Green Office in organization, where receivers are at the different level in knowledge of pro-environemental issues, is challenging. Some respondents were familiar with the green discourse while some of them express their disregard of the topic. However, the organizational behavior and discourse change are needed in order to improve company´s ecological footprint and achieve significant results. The relationship between business and environmental is crucial in future success in pro-environmental issues.

6.3. Practical implications and limitations of the research

Practical implication of this research can be summarized briefly in few key points. The first, individuals need support in their green behavior and mindset. Even though they contest green boundaries, they will profit the communication of company´s green discourse (Fineman 1996). However, caution should demonstrate so that all changes and decisions related to the office will not be pushed under Green Office label, since some of the adjustments are based on other issues.

The second, individual wished also more information and celebration of accomplishments in order to take part of the performance, which is seen important in successful change management as well (McClellan 2011). Organizational members should be encourage to express their ideas of improvement in green activities. Almost without exception, people wish to "do good" and therefore Green Office is a valuable basis for that.

This research was conducted in a single company and therefore the results also demonstrate a single-company approach to the subject and therefore there are some limitations in generalization of these research results.

6.4. Suggestions for further research

The present research provides several interesting possibilities for future research. First of all, a similar study could be conducted in multiple companies to discover similarities or differences. Second, it would be interesting to study how discurse will change in the forthcoming years within a target company. Third, it would be highly useful to investigate effect of Green Office and sustainable behavior of the company toward other stakeholders as well as shareholders.

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