

DO I LOOK GOOD IN GREEN?: A CONCEPTUAL FRAMEWORK INTEGRATING EMPLOYEE GREEN BEHAVIOR, IMPRESSION MANAGEMENT, AND SOCIAL NORMS

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ABSTRACT

Concern for employee green behavior is increasing, but the impact of important concepts like impression management and social norms still need further discussion. This paper proposes a conceptual model where impression management motivates employee green behavior. The more concerned employees are with their reputation, the more they will behave in ways that improve their image, either through task-related or proactive behaviors. Social norms will moderate this relation, while failing to behave according to the descriptive social norms will affect it negatively. Conforming to the injunctive norms will improve the employee's image.

Keywords: Employee green behavior. Impression management, and social norms.

INTRODUCTION

By now it is well established that it is everyone's responsibility to preserve the environment in order for us to keep living in it. The importance of understanding human behavior towards the environment has led to the creation of specific areas of research, like environmental psychology (KOLLMUSS & AGYEMAN, 2002). Although themes related to environmental sustainability and preservation are increasingly gaining importance across many different research areas, scholars in organizational behavior have produced very little regarding how to promote green behavior in organizations (ANDERSSON; JACKSON & RUSSELL, 2013).

While the bigger debate is related to greener technologies and the role of governments, in the end, going green is about individual behavior, as the role of organizations must be "enacted through the people that work from them" (BARLETT, 2011). This focus on individual green behavior on organizations calls for more organizational psychology research and application (ONES & DILCHERT, 2012). Due to the relevance of this theme, the *Industrial and Organizational Psychology:*

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Perspectives on Science and Practice (2012) and the *Journal of Organizational Behavior* (2013) published special issues on environmental sustainability at work and green organizational behavior, respectively. Although the articles in both special issues presented some interesting and very relevant behavioral concepts, these have yet to be aggregated to the discussion.

Most literature on pro-environmental behavior relies on pro-social attitudes or social pressure in order to explain the motivations for such behaviors (BAMBERG & MOSER, 2007). The individual engages in green behaviors either because he truly believes it is his duty to do so, or because he is afraid of the social punishments for not doing so. A third, and little explored, alternative is that this behavior can also be motivated by the possible social gains of engaging in pro-environmental behavior. An individual who pursues environmentally friendly behavior may gain a positive reputation, and consequently improve his image. This is true in any context, but especially inside organizations, which prefer employees that carry “green” values (BAUER & AIMAN-SMITH, 1996), and where a good reputation can lead to performance appraisal and career advances (DRORY & ZAIDMAN, 2007).

If being perceived as environmentally friendly can bring benefits to employees, it is natural that the search for such a positive image motivates behavior. The intentional attempt of persons to influence the image others have of them is known as *impression management* (BOLINO & TURLEY, 1999). The main objective of this paper is to argue that impression management can be a strong motivator of employee green behavior (EGB). To our understanding, no research has yet directly linked impression management to EGB.

To achieve the main objective, a model will be presented to help understand how and when impression management can lead to environmentally friendly behaviors inside organizations. To approach the “how” part, the concept of pro-environmental behavior will be discussed, including its types and the image benefits in engaging in such behaviors. The main discussion is related to the different impact of EGB on reputation depending on the sources of the behavior, as they can arise from mundane day-to-day tasks, or from more proactive and innovative ones.

Considering the “when” question, the moderating effect of social norms will be discussed. It will be argued that the motivation to engage in EGB, as a form of impression management, depends on what is expected by others in the organization. Social norms can be in favor of, or against, environmentally friendly behavior. These norms can also refer to what is done (descriptive norms) by other employees or to what is considered the right thing to do (injunctive norms). The proposed model will discuss the effect of such social norms on the motivation to behave in environmentally friendly ways in the organization.

There are two justifications for this research. The first is theoretical. Establishing when and how impression management is a relevant antecedent for EGB will allow for the development of more robust theories concerning environmental behaviors. Also, the proposed model can help explain why some individual, even when lacking personal reasons to act pro-environmentally, would engage in such behaviors. The second justification is more practical. The proper understanding of what drives EGB can allow for better interventions aimed at increasing environmental behaviors inside organizations. Companies can still focus on the traditional approach of trying to increase pro-environmental attitudes among its workers, or (based on the proposed model) they can decide to create strategies to manipulate the current social norms and stimulate reputational gains for engaging in EGB.

This initial discussion will not conduct any empirical tests, but will rely on theoretical arguments to present the proposed model. Another consideration is that, although an employee image may reach the consumer of an organization, the focus of this paper is on the impact of such images in the context of the organization, as a means to improve the employee's reputation among his peers and supervisors. As such, no discussion will be made regarding the perception of consumers.

The remainder of this work will focus on the relevant literature on green organizational behavior, impression management, and social norms. The theoretical discussion will lead to the presentation of six propositions and the full model relating the debated constructs. The paper will end with a brief conclusion and suggestion for future research.

EMPLOYEE GREEN BEHAVIOR

Pro-environmental behavior (PEB) (or green behavior, environmentally friendly behavior) can be defined as “a helping behavior towards the environment (UNSWORTH; DMITRIEVA & ADRIASOLA 2013). Stern (2000) is more specific by defining PEB as a “behavior that intentionally pursues reductions of the negative impact of people's actions on the natural world”. Any person or organization can behave pro-environmentally by purchasing “green” products, recycling, and not littering, among other behaviors. Although it may seem simple to act more environmentally friendly, not many people do as much as they could, and this has prompted a large number of studies on finding how to motivate people to do so (OSBALDISTON & SCHOTT, 2012).

Bamberg and Moser (2007) conducted a meta-analysis on the psychological constructs that are related to PEB and found support for eight: problem awareness, internal attribution, social norms, feelings of guilt, perceived behavioral control, attitudes, moral norms, and intentions. The degree to which each of these constructs impacts behavior is related to the context. As noted above, the objective of this paper is to discuss PEB inside organizations.

When PEB are undertaken “in relation to individuals' jobs, they become employee green behaviors” (ONES & DILCHERT, 2013). Ones and Dilchert (2012) define EGB as “scalable actions and behaviors that employees engage in or bring about that are linked with, and contribute to or detract from environmental sustainability”. In other words, EGB can be a directed behavior concerning the environment, or the act of bringing attention to this issue in the organizational context. Also, this definition accepts that some behaviors at work may actually hurt the environment.

Ones and Dilchert (2013) present a general taxonomy, with five categories, to classify EGB. The first category, the *Conserving* category, includes the behaviors that focus on waste reduction and conservation of energy and natural resources. The authors argue that such behaviors are recognized as the core of PEB. The second category is called *Working Sustainably* and is related to changing work products and processes in order to minimize environmental impact. This category focuses on developing environmentally friendly ways to perform the job. The third category is *Avoiding Harm*, and it targets avoidance of negative environmental behaviors at work, like pollution. The fourth category is *Influencing Others* and includes behaviors that aim at educating and encouraging other employees to minimize impact and take initiative on PEB. Although it is not a category that has a direct impact on the environment, it can produce results by affecting the behavior of other members.

Finally, *Taking Initiative* is the category that encompasses the willingness to take risks for the benefit of the environment. The actual behaviors may be present in other categories, like recycling, but if the employee takes risks to make it happen, he is taking initiative.

Ones and Dilchert's (2013) taxonomy encompasses the behaviors regarding type, but it does not deal with the relation between EGB and job duties. It is one thing to just adapt your usual task to make it "greener", but it is another to adopt behaviors that are not part of your job description in order to help the environment. Bissing-Olson, Iyer, Fielding, and Zacher (2013) propose this distinction between an EGB that is directly related to the task, and non-compulsory, more proactive behavior. The authors propose that a task-related PEB is "the extent to which employees complete their required work tasks in environmentally friendly ways". The main point for this type of behavior is completing the everyday work (core tasks) in ways that preserve the environment. As an example, the authors argue that a hairdresser that conserves electricity and water while cutting a client's hair is engaging in task-related PEB. Although there may be an effort on being environmentally friendly, this effort is related to the core tasks of the employee. In other words, the task is always the same, but the approach to do it may be more or less environmentally friendly.

The second type of behavior is called proactive PEB, which is defined as "the extent to which employees take initiative to engage in environmentally friendly behaviors that move beyond the realm of their required work tasks" (BISSING-OLSON; IYER; FIELDING & ZACHER, 2013). The main characteristic of this type of behavior is going beyond the regular duties to help preserve the environment. This type of behavior is also voluntary and self-started. Examples of this type of behavior include making suggestions for more recycle bins at work or the employee bringing his own coffee mug from home to save disposable cups.

This approach suggests that there are different levels of employee involvement with EGB. Some employees may just do what is perceived necessary for his work, while others go beyond what is required and engage in more proactive EGB. The difference between choosing one, both, and neither behavior may be connected to the motivations to engage in EGB.

When it comes to the motivations to engage in PEB, Graves and Sarkis (2012) used self-determination theory to identify what motives usually drive EGB. Motives can be *autonomous* (consistent or concordant with the underlying self) or *controlled* (actions result from a sense of pressure). Autonomous motives can be intrinsic (interesting or pleasurable) or identified (in accordance to one's values and goals). Controlled motives can be extrinsic (avoiding punishment or pursuing benefits) or introjected (to feel good or inflate ego). The main applications of self-determination theory on EGB are presented in table 1.

Table 1 - Motives for PEB at Work

Type of motivation	Motive	Application in organizations
Autonomous	Intrinsic	Employees are motivated by the fact that they experience PEB as inherently interesting, fun, or pleasurable.
	Identified	Employees are motivated by their personal beliefs and goals. Environmental sustainability is personally important to the individual.
Controlled	Extrinsic	Employees are motivated by external contingencies, including job requirements, reward systems, and approval from others.
	Introjected	Employees have partially “taken-in” external messages about the environment and feel that they should engage in pro-environmental behaviors. They perform the behaviors to avoid feeling guilty or bad about themselves. They do not fully value PEBs.

Source: Graves & Sarkis (2012)

Graves and Sarkis (2012) go on to argue that autonomous motivations will lead to enhanced performance compared to controlled motivations. This is because controlled reasons function through pressure rather than free choice. But what if the employee makes the choice of using such external expectations to his benefit? If that is the case, then such an employee is deliberately engaging in impression management. We now move on to argue that impression management, although little studied in the context of green behaviors, can act as a motivator for EGB.

IMPRESSION MANAGEMENT AND EMPLOYEE GREEN BEHAVIOR

Cialdini and Goldstein (2004) argue that individuals often engage in deliberate and conscious attempts to gain the social approval of others as a way of building relationships and enhancing self-esteem. The search for this better image is known as impression management. Leary and Kowalski (1990), in their seminal work, present a model on impression management that was a result of 30 years of reviewed literature. The authors define impression management as “the process by which people control the impressions others form of them”. Impressions are important because they can influence how people perceive, evaluate, and eventually treat others. That can explain why people spend so much money on diets, cosmetics, and even plastic surgery. Since impressions are a powerful way to form the individual’s image, for now on we’ll refer to impressions and image as related outcomes of impression management, as a way to simplify the framework.

A frequently used taxonomy to classify impression management behaviors comes from Jones and Pittman (1982). The authors propose five groupings of impression management strategies. First there is *self-promotion*, where individuals point out the achievements and abilities to be perceived as more competent. *Ingratiation* is related to doing favors and giving compliments to gain likability.

Exemplification is when an individual sacrifices himself and goes beyond what is expected in order to be perceived as more dedicated. *Intimidation* happens when power is used to be seen as dangerous by others. Finally, *supplication* is about showing weakness to be perceived as needy by others.

Impression management can be easily applied to the organizational context. An employee with a good image can increase his social influence and gain better evaluations (BOLINO, 1999). It is not a surprise, then, that research on image impressions in organizations has gained so much attention (GRANT & MAYER, 2009). As discussed before, organizations are receiving increasing pressure to act more environmentally friendly. It is expected, then, that employees contributing to environmental sustainability will have a better image than others that don't show this kind of behavior. Status was already found to be a strong motive for green behavior (GRISKEVICIUS; TYBUR & VAN DEN BERGH, 2010).

There are, however, different sources of impact from impression management in EGB. Impression management can motivate people to pursue a better image, and can also influence the specific type of actions to pursue such an image. Impression management, then, can be an antecedent to the behavior, but also the behavior itself. These two parts of impression management are captured by Leary and Kowalski's (1990) framework.

The model proposed by Leary and Kowalski (1990) for impression management divides this construct into two dimensions: *impression motivation* and *impression construction*. Impression motivation is related to the monitoring of impressions that other people have, and in which circumstances this monitoring leads to motivating the control of such impressions. Impression construction is related to the actual behaviors that happen in order to affect other's impression. First, we will address the impression motivation as an antecedent to green organizational behavior.

People are more motivated to manage impressions when they perceived that such impressions will help them achieve their goals. Leary and Kowalski (1990) present three components for impression motivation: goal-relevance of impressions, value of the desired goals, and discrepancy between the desired and current image. Goal-relevance of impressions is related to the importance of the impressions in achieving a goal. These goals can be of social and material outcomes, self-esteem maintenance, or identity development. As stated earlier, the importance of PEB is increasing, not only inside organizations, but in all day-to-day activities. Companies prefer employees that can behave in environmentally friendly ways as a form to improve the company's image and to save resources.

Value of the desired goals is associated with the importance of the goal for the individual's image. The more one goal can improve one's image, the more it will motivate impression management. Again, since PEB is perceived as a very positive type of behavior, its impact on the overall image of the individual tends to be significant.

Finally, the discrepancy between the desired and current image refers to the difference between the current image an individual believes he has and the image he wants to possess. Considering that the impression related to PEB needs the actual behavior to exist, there should be no image at all in this matter. The discrepancy, then, is that difference between no image and the image of an environmentally friendly employee.

The second part of impression management is the impression construction. It is through the impression construction that the motivations become behaviors. First, the individual must decide

which impression he wants to make, and then, how this impression will be made. According to Leary and Kowalski's (1990) framework, impression construction starts with the self-concept and desired identity images. Self-concept is related to self-image of the individual, while desired identity images represent what one "would like to be and thinks he or she really can be" (Leary & Kowalski, 1990). The employee must believe he is environmentally friendly, or at least that he can be so. The next step is called "target values". Target values are related to the image goal that people seek. For the image goal to be significant, the image must reflect values that are perceived to be significant in relation to others. Considering the importance of the concern for the environment, it is normal that most employees will pursue such an image goal inside the organization.

Leary and Kowalski's (1990) two component model is important because it permits an individual to have one motivation (improve organizational image) and pursue different types of behaviors to achieve this goal. Going back to Bissing-Olson et al.'s (2013) classification of EGB, an employee can attempt to manage his image through task-related PEB or proactive PEB. The hairdresser in our example can pursue a good environmental reputation by saving water (task-related) or by encouraging her peers to recycle more at work (proactive).

THE THEORETICAL MODEL

Considering that impression management can motivate EGB, we move now to establishing this connection through specific propositions for each type of EGB (task-related and proactive), discussing the processes that explain these relations. In the case of task-related PEB, since the behavior is done routinely, it is unlikely that it will generate an improvement on image. On the other hand, not behaving as expected can generate negative impressions. Using Leary and Kowalski's (1990) framework, the motivational goal is to not have an image loss. To achieve this goal, the employee must not deviate from what is expected of him in relation to his task.

This process is better explained through the literature on counterproductive behaviors at work. Sackett and DeVore (2001) define counterproductive workplace behavior (CWB) as "any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interest". Using the hairdresser example, wasting water or energy while cutting hair will generate losses for the business, as well as the environment. This loss-generating behavior is clearly against the organization's interest, characterizing counterproductive behavior.

Lievens, Conway, and De Corte (2008) found that CWB affects employee rating by peers and supervisors, especially in organizations with a higher team-based culture. Klotz and Bolino (2013) argue that when such CWB are perceived as intentional, the damage on reputation is even stronger, while when the behavior is attributed to situational causes, the reactions by colleagues are less harsh. The employee's goal, then, is to avoid being perceived as engaging in CWB. Our hairdresser must attempt to save water and energy as an impression management strategy of avoiding CWB. These arguments lead to the idea that engaging in task-related PEB, even when the employee does not care about the environment, is important to maintain a positive image. This is our first proposition:

P₁. *The goal of maintaining a positive image will motivate impression management through task-related PEB.*

For proactive PEB, the goal is different. Considering that the behavior is voluntary, there is no loss in not acting, but a possible gain if done. Although there is no specific literature relating proactive PEB to impression management, there is strong evidence for this connection when examining a very similar construct: organizational citizenship behavior for the environment (OCBE). OCBE was proposed by Daily, Bishop, and Govindarajulu (2009) and considered a “promising approach to capturing employees’ PEB in the workplace” (PAILLÉ & BOIRAL, 2013).

OCBE is defined as “environmental efforts that are discretionary acts, within the organizational setting, not rewarded or required from the organization” (DAILY; BISHOP & GOVINDARAJULU, 2009). OCBE is nothing more than a specific context of organizational citizenship behavior (OCB), which “reflects an individual’s predisposition to be helpful, cooperative, or conscientious” (BOLINO, 1999). While OCB focuses on helping others and the company, OCBE is concerned with helping the environment.

Although there is little empirical evidence for the connection of impression management and EGB, there is much support for the impact of impression management on OCB. Bolino (1999) proposed a model where impression management was an antecedent to OCB, mainly because employees have the goal of being perceived as a “good soldier”. Rioux and Penner (2001) empirically tested this proposition and found that impression management indeed leads to OCB. Grant and Mayer (2009) tested impression management as a moderator for prosocial motives. The authors found that even for employees that truly want to help, having impression management motives leads to more OCB. All this together leads to the argument that impression management can motivate EGB through the goal of improving the employees’ image. This is stated in proposition 2:

P₂. *The goal of improving the image will motivate impression management through proactive PEB.*

The entire concept of using impression management to maintain, or improve, one’s image is based on the social approval of such behavior. Whatever is approved or disapproved by a social group is called social norms. For impression management to have a significant impact on employees’ image, it is necessary to evaluate what social norms are present in the organization. Considering that different types of social norms exist, we now move on to discuss how these norms moderate the impact of impression management on EGB.

MODERATING IMPACT OF SOCIAL NORMS

Norms are “shared beliefs about how we ought to act which are enforced by threat of sanctions or the promise of rewards” (THØGERSEN, 2006). Social norms “guide and/or constrain social behavior without the force of laws” (CIALDINI & TROST, 1998). Norms can be more internalized (personal norms) or more external (social norms). Personal norms are “self-expectation of specific action in a particular situation, experienced as a feeling of moral obligation” (SCHWARTZ, 1977).

People comply with personal norms because they need to act with what they believe is right and good (THØGERSEN, 2006). Social norms exert social and external pressure on individuals to act in certain ways. When social norms are internalized, they become personal norms (BRATT, 1999).

The impact of norms on environmental behavior is well established through the use of some popular behavioral theories. The most used theories for this are the theory of planned behavior (TPB) from Ajzen (1991) and Schwartz's (1977) norm-activation model. While TPB uses social (subjective) norms as an antecedent to behavioral intention, the norm-activation model states that personal norms have a direct impact on behavior. Researchers who view environmental behavior primarily as pro-socially motivated use more the norm-activation model as a theoretical framework (HOPPER & NIELSEN, 1991; SNELGAR, 2006), while researchers who view self-interest as the more important motive tend to rely on rational choice models like TBP (AKEHURST; AFONSO & GONÇALVES, 2012; FOLLOWS & JOBBER, 2000).

The objective of this work is to relate impression management with EGB, and since personal norms are internalized and related to beliefs of right or wrong, it is not expected to be related to impression management and will not be further discussed in this paper. On the other hand, social norms can impact impression management by motivating behaviors that are more accepted and desired by relevant others. In the context of environmentally friendly behavior, social norms were found to influence recycling (SCHULTZ, 1999) and littering (CIALDINI; RENO & KALLGREEN, 1990).

Cialdini, Reno, and Kallgren (CIALDINI et al., 1990; CIALDINI & TROST, 1998; RENO, CIALDINI & KALLGREN, 1993) argue that past research on social norms produced mix results. The reason behind it is that social norms can exist in two different ways. The impact of social norms on behavior will depend on which type of social norms is present. CIALDINI et al. (1990) proposed that social norms can be of two types: *descriptive norms* and *injunctive norms*. Descriptive norms describe what is considered typical or normal, what people usually do on the same situation and motivate behavior by showing what is perceived as effective. Injunctive norms specify what ought to be done, what is approved and disapproved. Injunctive norms motivate behavior by promising social sanctions to counter normative behaviors. Injunctive norms "are based on individuals' perceptions about social approval" (RIMAL & REAL, 2005)

Cialdini et al. (1990) first tested these two types of social norms with a controlled field experiment about littering. When subjects saw someone else litter on an upswept environment, the descriptive norm was activated and littering was perceived as acceptable (everyone does it). The inverse happened when the floor was clean; the descriptive norm activated was that no littering was the social norm. For the injunctive norm, the authors used messages against littering in one condition and no messages in others. Although the participants could not know what was considered acceptable (descriptive norm), the individuals that read the no littering message engaged in less littering behaviors than the participants that saw no message. The no littering message activated the injunctive norm that littering was not to be done.

Later, Reno et al. (1993) advanced the research on social norms by testing which of the two types is more effective. The results showed that injunctive norms have a more robust impact on behavior, independent of the context and the environment. Descriptive social norms were found to be

more limited, since they need to be perceived as the right behavior for that place and time. Although correlated, these two types of social norms are independent of each other (RIMAL & REAL, 2005). To examine how social norms will moderate the effect of impression management on EGB, we must discuss each type of norm separately, considering their impact on both task and proactive PEB.

First, we'll discuss the moderating effect of descriptive social norms. As presented earlier, descriptive social norms will arise from the common behaviors adopted by the group. It is natural to expect that behaviors that are done routinely will have descriptive norms, since all employees can see each other doing such behaviors on a daily basis. This is precisely what happens for task-related PEB.

Task-related PEB is related to the core task. Whatever this task is, all employees with the same attributions will execute it. Going back to the example of a hairdresser saving water and electricity, the employee may just prefer to do the work in the usual way and not care about the environmental impact. But what happens when such an employee sees that all the other hairdressers are attempting to preserve the environment while doing their core tasks? If the employee wants to retain a positive image, it is likely that he will also pursue the same behavior. This situation where all other employees behave similarly creates a perfect example of a descriptive social norm. It exists as a socially acceptable way to behave, independent of what is right. Considering our assumption that impression management is the employee's goal, the best mechanism to explain the interaction between descriptive social norms and task-related PEB is conformity (CIALDINI & TROST, 1998).

The concept of conformity is related to the "act of changing one's behavior to match the responses of others" (CIALDINI & GOLDSTEIN, 2004). Deutsch and Gerard (1955) propose that two types of conformity exist. First, there is informational conformity, where there is a desire to make a correct interpretation of what surrounds us and to behave accordingly. The second is the normative conformity, where the goal is to obtain the social approval of others. Normative conformity has a strong connection to impression construction, since "conforming to the behaviors and practices of important reference groups can make us more likable and desirable" (CIALDINI & TROST, 1998).

Based on the argument that conformity is what prevents the employee's image from decreasing, our first proposition that impression management will lead to task-related PEB will only happen in the presence of green descriptive norms. Without a descriptive norm that "regulates" that everyone should protect the environment, there is no loss in not engaging in EGB. Other hairdressers will only have a bad image of another employee wasting water if the group has a descriptive norm of saving it. This leads to our third proposition:

P_{3a}. *The presence of green descriptive norms will positively moderate the motivation of impression management through task-related PEB.*

The arguments above consider that the existing descriptive norms are environmentally friendly. There is also the possibility that the descriptive norm is to behave "ungreen", like refraining from recycling or polluting. Ones and Dilchert (2013) found in their research that 25% of the behavioral examples provided by U.S. employees were considered environmentally irresponsible. In that case, the impression management behavior is to conform and not engage in PEB. Although it seems unlikely to be the case, Harris and Ogbonna (2002) argue that deviant behavior can increase status

(cultural heroes are often infamous), alleviate stress, and even lead to satisfaction. Also, Robinson and O'Leary-Kelly (1998) found that antisocial behavior by employees at work is highly influenced by the antisocial behavior of their coworkers. Although not in the same context, it provides evidence that when the descriptive norm at work is negative, this can lead to individuals conforming on the bad side, like behaving "ungreen". If all other hairdressers waste water, a negative image can arise only if another employee decides to go against the group norm and be environmentally friendly. This leads to a variation of proposition three:

P_{3b}. *The presence of ungreen descriptive norms will positively moderate the motivation of impression management through task-related ungreen behavior.*

In the case of proactive PEB, the impact of descriptive norms is less relevant. Since the behavior itself is considered proactive, it is not adopted as a rule. The descriptive norms tend to be small or inexistent, since they are not common, day-to-day behaviors. There is no pressure to replicate such behavior. With no pressure to conform, there is no loss of reputation if the behavior is not done, so no interaction between descriptive social norms and proactive PEB is expected.

We turn now to injunctive social norms. Considering task-related PEB, injunctive norms are not expected to play a different role than what is already captured by descriptive norms. Since task-related PEB is repeatedly engaged in by employees, any existent injunctive norms (what is approved) will either become the descriptive norm (what everyone does) or be ignored. For proactive PEB, however, the rationale is different. Proactive PEB is a voluntary and routine type of behavior, so an injunctive norm will indicate if such behavior is approved by others or not.

Considering the impression management strategies presented earlier, one fits very well with injunctive norms and proactive PEB: exemplification. This strategy aims to increase reputation by showing a high level of integrity and moral decency, making sacrifices and by advertising such behavior (ROSENFELD; GIACALONE & RIORDAN, 1995). The image gain comes from the perception by the peers that the individual places the well-being of others above his own. In the case of PEB, the "exemplifier" will promote his voluntary behaviors to save the environment as a tactic to gain the reputation of being a green employee.

Engaging in exemplification strategy, however, must be convincing. Gilbert & Jones (1986) found that when others discover that an exemplifier has behaved differently to what is preached, it leads to perceptions of hypocrisy. The reason is that the cheating exemplifier "says one thing and does another... it is bad because it is pathetic and distasteful" (GILBERT & JONES, 1986). This arguments lead to our fourth proposition:

P_{4a}. *The presence of green injunctive norms will positively moderate the motivation of impression management through proactive PEB.*

Although it is argued that an individual may engage in impression management in an anonymous context to improve his self-image, the presence of others increases the motivation of impression management (PAULHUS, 1984). Also, the others must have the perception that what

is being done is relevant and beneficial. If there is no injunctive norm regulating that the proactive PEB is socially approved, than no gain in image will occur. Imagine a hairdresser that decides to be proactive and buy a more energy efficient electric shaver with her own money. If the other members of the group do not perceive this action to be appropriate or beneficial, no reputational gain will incur. Knowing the lack of injunctive norm in this context, if impression management is the goal of the hairdresser, she would likely not buy the electric shaver. This leads to the alternative scenario in proposition 4.

P_{4b}. *The absence of green injunctive norms will lead to no motivation of impression management through proactive PEB.*

The model representing the 4 propositions made is shown in figure 1. Impression motivation will have a direct impact on both types of EGB. Descriptive social norms will moderate task-related behavior, and injunctive social norms will moderate proactive PEB.

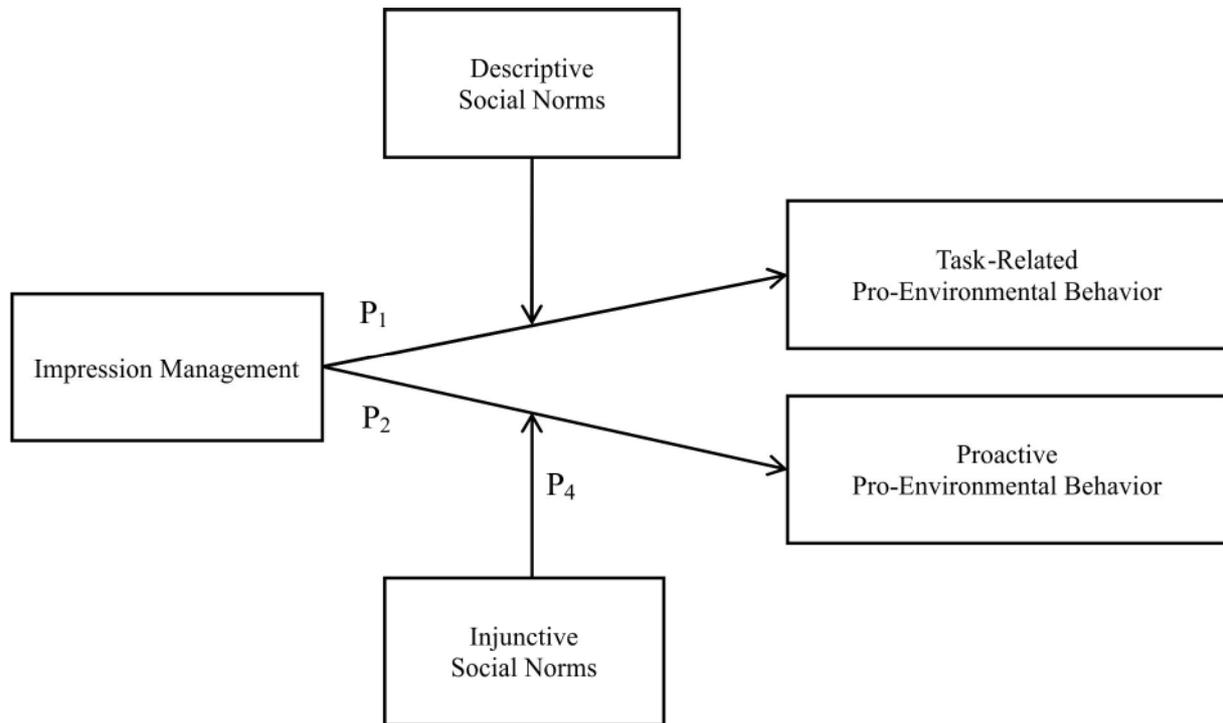


Figure 1 - Proposed Model

The model proposes that each type of social norm will activate a different type of PEB. While descriptive norms will activate conformity as an impression management strategy for task-related PEB, injunctive norms will lead to exemplification impression management in the case of proactive PEB. The main propositions are described in table 1.

Table 2 - Propositions and Processes for the Proposed Model

Proposition	Process	Objective
P1	Impression Management Counterproductive Behaviors on Task	Preservation of Image
P2	Impression Management OCB on Pro	Enhancing of image
P3a	Descriptive norms for Green Behavior	Result - Green Behavior
P3b	- Green Norms - Ungreen Norms	- U n g r e e n Behavior
P4a	Injunctive Norms - Green Norms	Exemplification Result - Green Behavior
P4b	- No Green Norms	- No Behavior

CONCLUSION

This paper proposes a model to explain how impression management can lead to green organizational behavior, and how social norms moderate this relation. The model adds to the literature by presenting two theoretical contributions. First, although much of the present literature focuses on psychological characteristics of individuals that leads to green behavior (BAMBERG & MOSER, 2007), many employees may act more environmentally friendly simply to improve their image through the impressions they cause, and consequently, improving their relationships at work and their chances to get a promotion. I do not argue that many EGB may be pursued because the employees truly want to help the environment, but not to consider the image benefits of such behavior leaves a major gap in understanding the antecedents to such behaviors. More empirical research on the antecedents to EGB will help better understand the comparative impact of pro-environmental attitudes and image goals.

The second contribution concerns the impact of social norms on the pursuit of EGB. For a behavior to actually impact impressions, and consequently images, it must coincide with the values of the people that the employee wants to impress. If EGB will have any impact on the employee's image, it will depend on the social norms of the company. When there is a descriptive social norm about EGB, it is expected that employees behave in a similar way to others in the organization. While there may be little gain in conforming to the behavior, failing to do so may cause a loss in image. Such moderation of descriptive norms is expected for the day-to-day actions, mainly because it is easier to establish such norms on behaviors that are repeated more often. The model proposes, then, that descriptive norms will moderate the task-related PEB. On the other hand, injunctive social norms are related to what is approved by others, even if it is not regularly done. In this case, injunctive social norms will moderate the proactive pro-environmental, because such behavior is not expected, but viewed in a positive way when performed.

The next natural step is to develop measures for the model's constructs and try to prove empirically its validation. Some measures are already available for impression management (BOLINO & TURNLEY, 1999) and social norms (CIALDINI et al. 1990), and can be adapted to the testing of the proposed model. If the model holds up, there are several managerial implications. First, organizations that state more clearly their concerns with the environment will be able to foster more PEB of their employees through impression management. The more valued the concern with the environment, the more employees will attempt to improve their image in the organization. Second, a clear establishment of the environmental concern rules will affect the descriptive norms, but to be able to foster more proactive behavior, the company must try to influence the injunctive social norms. That can be done by showing approval to initiatives that help the environment, even if such initiatives are hard to implement. The idea is to show support for proactive behaviors.

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