

Introduction

- Attention for importance sustainability in healthcare is growing [1].
- Role of employees in transition to sustainable healthcare has received little research attention
- Different types of Employees green behaviour (EGB) essential for achieving sustainability targets (task-related EGB) and recognizing new opportunities and becoming a frontrunner (proactive EGB) [2]
- EGB heavily influenced by context -> patient safety culture [3]

Research questions

How does patient safety culture affect employee's green behaviour (EGB) in healthcare organizations?

Subquestions

- SQ1: How can the patient safety culture be described using Schein's Organizational Culture Model?*
- SQ2: What does EGB look like in the context of a healthcare organization?*
- SQ3: To what extent do healthcare employees currently experience the organizational culture as 'green'?*

Methodology

- Mixed methods case study
- Quantitative: online survey -> statistical analysis
- Qualitative: semi-structured interviews -> thematic analysis

Discussion and contributions

- Main finding: PSC affects EGB in multiple ways
- PSC (1) involves an underlying assumption of a pursuit to avoid any patient safety risk and (2) has led to the formation of a rigid environment in which there is little room for (sustainable) change, which is disadvantageous for EGB.
- For task-related EGB, convenience plays important role
- Differences between quantitative and qualitative: survey results more 'positive' than semi-structured interviews
- Explanations: Sampling bias (suggested by the relatively high % of employees with a green team, high drop out rate during sustainability-related questions)
- Social desirability bias and over-reporting of 'good' behaviour

Contributions

- Theoretical: exam PSC in Schein's organizational model
- Identification of potential negative effect of PSC (literature seems to focus on 'solely' positive outcomes)
- EGB in context of 'high reliable' organization
- Practical: Short term focus of healthcare is not beneficial for sustainability
- Managers should consider importance of risk analyses

Literature review

- EGB is considered to be of crucial importance to macro-level corporate sustainability and corporate sustainable performance [4], [5]
- EGB: influenced by perceptions of a green work climate (perception that organization pursues to be environmentally friendly)
- EGB: explained by Theory of planned behaviour: norms (social pressure to execute EGB), attitude (pro-environmental attitude) perceived behavioral control (how hard is it to execute /self-efficacy)
- Patient Safety Culture: type of organizational culture, three levels of culture (Schein): artefacts, espoused values, basic underlying assumptions [6]
- Research on PSC: limited (quantitative) focus, stays on level 'espoused' values
- Evaluations of efficiency PSC on lowering preventable harm indicate mixed results [7]-[9]

Results

Quantitative: survey

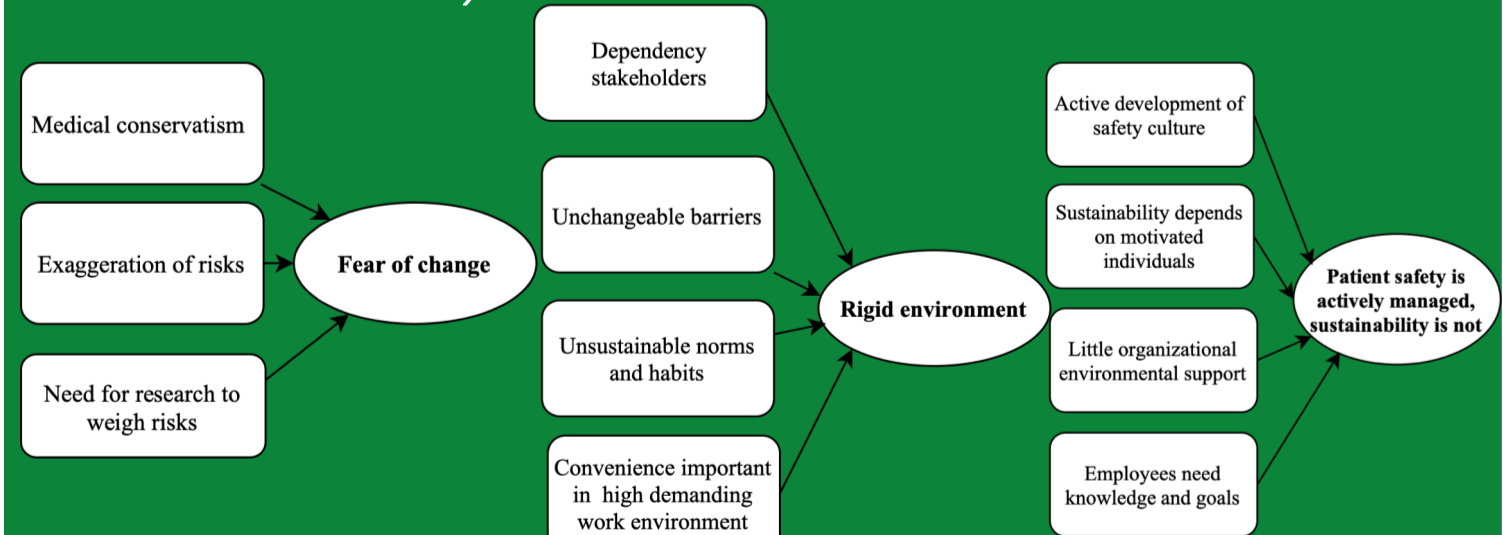
	Negative %	Neither %	Positive %
Patient safety culture (PSC)	15.0	28.9	56.1
Task-related EGB	28.8	17.7	53.5
Eco-initiatives	32.3	17.4	50.3
Eco-civic engagement	47.4	19.0	33.6
Eco-helping	41.7	15.1	43.2
Proactive EGB	40.5	17.2	42.4
Green work climate	13.9	30.4	55.7
Pro-environmental attitude	5.7	18.7	75.5

- Majority (53,5%) of responses on task-related EGB was positive. Answers on proactive EGB were more divided and negative and positive responses were about equally divided (40,5% / 42,4%).
- High pro-environmental attitude

Multiple linear regression

- Slight positive effect of PSC ($\beta = 0.089$) on proactive EGB, not on task-related EGB
- Organizational attitude ($\beta = 0.530$) positively related to task-related EGB
- Org support ($\beta = -0.333$) negative effect on task-related EGB
- Direct interaction with patients negative on both types EGB

Thematic analysis



- Fear of change: not only related to sustainability
- Rigid environment: changes are hard to make
- Patient safety is actively managed, sustainability is not: sustainability is a 'side' project

