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A Case Study of Mater Misericordiae Limited

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Abstract

A case study of Mater Misericordiae Limited is presented in this chapter. We identify the core components of green human resource management and demonstrate how one organization has successfully integrated green practices into its human resource management activities. By organizing the case study presentation according to the ability, motivation, opportunity theory our aim is to demonstrate to practitioners and scholars how a collaborative approach and the co-creation of sustainability knowledge can have a positive effect on green HRM in practice.

Introduction

In this chapter we present a case study of Mater Misericordiae Limited (Mater) to demonstrate how green human resource management (HRM) practices can be effectively integrated into organisational practice. We draw on the work of Renwick, Redman, and Maguire (2013) and frame the case using the Ability, Motivation, Opportunity (AMO) theory (Applebaum et al., 2000, p. 1324). In the first section of the chapter we describe the organisation, its history and underlying ethos, and the origins of the organisation's sustainability journey. We then go on to identify each of the key dimensions of the AMO theory (Renwick et al., 2013) and demonstrate how Mater has effectively embedded these dimensions into their day-to-day practice.

The case study information presented in this chapter is based on data collected through an action research approach led by the two chapter authors. The approach, which could also be termed co-creation (Chen, Marsden, & Zhang, 2012), involves a group of people working together to co-create positive outcomes for both parties (McNiff & Whitehead, 2001; Thompson & Perry, 2004). Businesses and researchers are increasingly using action research (McNiff & Whitehead, 2001) and co-creation (Chen et al., 2012) to bring together knowledge from researchers and practitioners in order to have a positive influence on organizational practice as well as ensuring scientific scholarship.

Data collected to inform this case study have included interviews with senior management, focus groups with staff, intervention studies, as well as documentary data collection. Where part of the research has been published with the organisation's permission this is noted in the text.

In the following section we introduce the organization and its background and describe the beginnings of the sustainability journey. We then present the green HRM

initiatives that the organization has undertaken within each of the components of ability, motivation, and opportunity (Renwick et al., 2013). By organizing the case study in this way our aim is to demonstrate to practitioners and scholars how a collaborative approach and the co-creation of sustainability knowledge can have a positive effect on green HRM in practice.

Background and Organisational Context

Mater is a large healthcare provider in Eastern Australia and comprises several hospitals, health centres, a medical research institute and pathology and pharmacy businesses. The overarching aim of the organisation is to provide exceptional care. The Sisters of Mercy established the organisation in 1906 and the organisation currently employs 6,500 staff and volunteers and provides care to hundreds of thousands people each year. The five core values of the organisation reflect the spirit of the Sisters of Mercy:

- Mercy: the spirit of responding to one another.
- Dignity: the spirit of humanity, respecting the worth of each person.
- Care: the spirit of compassion.
- Commitment: the spirit of integrity.
- Quality: the spirit of professionalism.

Mater is involved in education and research and hosts several research institutes and centres, including the Nursing Research Centre, the Queensland Centre for Evidence-Based Nursing and Midwifery, the Mater Medical Research Institute, and the Queensland Injury Surveillance Unit. Mater is governed by a Board of Directors (10 Members) and the Executive team (14 roles, including Group Chief

Executive Officer, Chief Financial Officer, Chief Information Officer, Chief Marketing Officer and a number of Group Directors and CEOs for Education, Foundation and Research). Mater is a ministry of Mercy Partners, a Catholic Church entity established in 2008.

The beginning of a sustainability journey

The journey towards a more sustainable Mater began in 2007, when legislation for the Australian National Greenhouse and Energy Reporting Act 2007 was introduced along with reporting requirements for the National Pollutant Inventory. Following these developments, the Mater Board identified areas to be addressed in Mater's strategic plan, which stated "Mater will increase its activities to ensure we optimise our position as responsible corporate citizens. Initially we will work to reduce our water usage before increasing the scope of our activities to other areas such as energy, recycling and the effective use of products." In the same year, the Board of Directors committed to a set of environmental sustainability principles and agreed to ensure that the organisation will "seek to minimise our impact on the environment in the delivery of our services." Within the strategic plan for the organisation, a set of key actions were identified in order to progress environmental sustainability.

In 2008, further work was commenced with the creation of a multidisciplinary sustainability committee, comprising of executive directors and senior directors from across Mater. Research collaborations between university researchers and Mater began in 2009 and continue to date. In 2010, a full time dedicated position was created by the Mater to coordinate the initiatives, identify new opportunities, monitor results, and collaborate on research opportunities.

In 2009 Mater began an annual carbon footprint process in order to accurately

identify environmental issues and annual improvements. Environmental reporting was also included in the organisation's Annual Review from 2010 with an overview of the progress of the Sustainability at Mater program and consumption data sets included from 2014.

Ability, Motivation, Opportunity

The ability, motivation and opportunity (AMO) model was initially proposed by Bailey (1993, as cited in Kaifeng et al., 2012) and developed further by Appelbaum et al., (2000). AMO theory suggests that employee performance is a function of the three essential components of ability, motivation, and opportunity. This theory has become an effective framework to explain how HR policies can influence performance. AMO theory proposes that HR practices contribute to improved employee performance by developing employees' abilities (A) and skills to do their job, improving an employee's motivation (M) for discretionary effort, and providing employees with the opportunity (O) to make full use of their skills and be motivated. Renwick et al., (2013) applied this theory to a sustainability context and suggested that it is a useful tool by which to examine how HRM practices can influence and facilitate a 'green' or sustainability agenda. In the following sections we examine each of the components of the AMO theory and demonstrate how Mater has effectively integrated each dimension into their green HRM practices.

Ability

According to AMO theory (Appelbaum et al., 2000), ability can be influenced in recruitment and selection as well as through training, learning, and development. The key focus of the ability component of the AMO model is to ensure employees have

adequate skills and abilities to perform necessary functions. In applying this to a green context, Renwick et al. (2013) identify the key needs for ability in green HRM as: (1) recruitment and selection; (2) employee training; and (3) leadership. In the case of Mater, the focus has been very much on training and leadership, with little emphasis on initiatives to improve recruitment and selection. The focus of this section, therefore, is on employee training and leadership where each is addressed in turn.

Employee Training

Training is be considered a key green HRM intervention and is of utmost importance in ensuring employees have the skills and abilities necessary to perform effectively (Renwick et al., 2013). Training may involve increasing staff awareness of the environmental impact of their organisation's activities (Bansal & Roth, 2000), improving skills such as environmentally relevant data collection (May & Flannery, 1995), and increasing the level of 'eco-literacy' and environmental expertise in the firm (Roy & Therin, 2008).

Within Mater, the link into established HR processes has built up during the sustainability journey and it is now well supported through a variety of methods. Commencing with the Mater Behavioural Standards booklet that is given to all new staff and linking from the core value of Care, Mater sets the agenda by 'exercising care towards our environment and the use of resources' as a responsibility for all staff. Similarly, the Code of Conduct has four key principles with stewardship encouraging all staff to 'be a steward for the sustainability of Mater, both financial and non-financial and acknowledging our impact upon the environment, appropriate selection and use of resources, as well as their disposal.' The Code of Conduct also references

the Mater Environmental Sustainability Policy as a supporting document along with the delegations manual in setting the accountabilities for stewardship.

Education is a key component in ensuring staff awareness and engagement with dedicated campaigns and in challenging current business practices.

Environmental Sustainability (ES) presentations and content are now included in the following formal education packages coordinated through the Mater Education

Centre:

- Diploma of Nursing
- Mater Managers Program
- Clinical Orientation – Waste Segregation
- Clinical in-services – Simulation based waste segregation education to all clinical areas

Environmental sustainability education has also been previously delivered within the:

- Diploma of Management
- Certificate 4 in Frontline management
- Certificate 3 in Nutrition and Dietetic Assistance

Furthermore, dedicated education and awareness programs are delivered in:

- Monthly Orientation to all new staff
- Department presentations
- Online education packages that can be accessed by staff through the education centre; and

- Short face-to-face seminars and feedback sessions which are delivered to clinical in-services, clinical, and non-clinical areas.

It has been noted that there can be issues in staff training and development as they relate to environmental sustainability (Renwick et al., 2013). For example, there may be a need to counter potential employee cynicism regarding the importance or relevance of the environmental issues for the organisation involved. Renwick et al., (2013) note that it may be important not only to develop training in environmental management, but to also assess the general effectiveness of training for its intended purposes.

These issues have been evident within the case organisation, and one of the key challenges at Mater was the need to harness staff support for sustainability initiatives. At the beginning of the organisation's sustainability journey (2010) focus groups and interviews were conducted with staff to gauge their support and identify ways to encourage environmental sustainability (ES) practices. The results of these interviews showed that staff were willing to engage with ES, but were concerned that engagement in sustainability initiatives would result in additional work on top of already high work demands. Staff also raised the issue that there needed to be support of any initiative from the highest levels of the organisation. The key recommendations from the research included:

- Improve organisational communication of sustainability strategies;
- Ensure congruence between sustainability message and organisational action;
- Ensure visible top management support for sustainability; and
- Harness employee ownership of environmental sustainability.

These recommendations were acted upon, with a particular focus on developing employee knowledge and empowerment. Three key initiatives were put in place, including: (1) a sustainability focused communication strategy; (2) behaviour change interventions and campaigns; and (3) data collection on environmental knowledge across the organisation. Each of these initiatives is discussed in turn.

1. Sustainability-focused communication strategy. Working closely with the marketing department, the Director Environmental Sustainability developed a communication strategy that included creation of an identifying icon and theme for all communications (Sustainability at Mater), and the following aims and objectives. The target audience is staff across the organisation, including clinical and non-clinical staff. It was noted that some audiences needed different messages because of their different work environments across the clinical and non-clinical areas.

As a result of the collaborative research and the support from the Marketing department, a number of initial communication mechanisms were created. These included: a sustainability-focused staff intranet webpage, a hospital internet page devoted to environmental sustainability, regular articles in the staff newsletters and other relevant publications, posters placed in different areas of the hospital with sustainability messages, and a suite of presentations that have been delivered in multiple contexts across the organisation.

The sustainability intranet page was created and provided a central repository for a wide range of information available to staff under broad headings of “What are we doing?”, “What else is happening?”, a communication tab, as well as some general information areas to share information about sustainability in the wider community. The page is continually updated and is available to all staff that have access to a

hospital-based computer. Initial attempts to include the environmental sustainability message on the health service internet site were not successful, however the requirement to meet a then existing state legislation that required businesses to publically state their energy saving initiatives proved to be the “push” to include this area of intent to the external community.

In order to communicate the Sustainability at Mater message and progress, there was also a need to communicate with staff who do not have regular access to a computer. In the hospital setting, many staff work in non-administrative positions and where they are not able to regularly access a computer. In order to communicate with these staff, 15 minute face to face in-service presentations are delivered in clinical departments to engage with these staff who often have limited access to electronic communication. While this is particularly time consuming for the Director Environmental Sustainability, it is also a clear demonstration of the commitment from the organisation’s leadership about the importance of sustainability. This initiative continues to date, and it has thus far proved to be a very effective tool to deliver the Sustainability at Mater program results to a wide audience across the organisation.

2. Behaviour change interventions and campaigns. The second mechanism that has been introduced to engage staff is through behaviour change interventions and targeted campaigns. A large suite of interventions has been put in place across the organisation, but three have been particularly effective.

The first initiative was a campaign designed to reduce energy usage in administrative areas (see Russell et al., 2016 for a full description of this action research initiative). The “Turn it Off” campaign used posters featuring executive members modelling the targeted behaviours and sticker prompts to encourage staff to

use less energy in their everyday workplace behaviours. The campaign was successful and resulted in significantly less waste of electricity in the form of standby power for computing equipment and was particularly successful for behaviours with a strong element of individual responsibility, such as turning off computer monitors and hard drives. The intervention was not successful in changing behaviours that are collectively orientated such as turning off lights.

The second campaign encouraged staff to purchase and use a refillable coffee cup. On reusing their cups, staff are given a small discount on each cup of coffee purchased. This campaign has been successful with over 4,000 staff purchasing a cup and reusing them rather than using disposable cups. This is a cost neutral initiative as the cups are bought with a bulk discount and then sold to staff with a free cup of coffee when purchased. Over 65,000 refills have been utilized since this cup was launched. When the cups were launched a cup was provided to each member of the executive team to again model the behaviour that was being targeted.

The third campaign was a staff pledge that was launched on World Environment Day 2012 (see Mater Health Services, 2016b). This campaign encouraged staff to sign up to a pledge and commit to engaging in up to 17 behaviours to reduce their environmental impact across the themes of Energy, Water, Waste and Transport. A target of 2,500 staff participants (33 per cent of all staff) was achieved over a two-year timeframe, in addition to 27,019 personal behaviours, which validated the communication poster messaging that “Individual behaviours can make a difference”. Further employee engagement was also demonstrated by 30 per cent of those who committed to the pledge also committed to becoming sustainability supporters in their own work area.

This campaign has continued with promotion during monthly corporate orientation, face-to-face presentations, and within dedicated education programs. To June 2016, 3,330 staff have pledged to 37,282 behaviours improving their sustainability performance by changing their actions.

3. Data collection on environmental knowledge. The third approach aimed to gauge awareness and support for staff across the organization was as part of an annual all of staff survey in 2011. Annual staff surveys have been coordinated through the HR division for a number of years, and in 2011 questions about environmental sustainability were added to the all of staff survey. Results showed that approximately 50% of staff were aware of sustainability initiatives and activities. A follow up to the survey was conducted in 2015 in order to measure any change in awareness as a result of the staff engagement campaigns and education delivered to date. The results were positive and showed an increase in staff perceptions for four key indices, and no change in the fifth index. The results from the total Mater cohort of staff responses showed a 12.8% increase in staff awareness of the Sustainability at Mater program.

In addition to the three key interventions, the organisation has also engaged in a suite of additional interventions, including:

- 2010 October – National Ride to work day
- 2011 March – “Turn it off” campaign launched
- 2011 June – Reusable cups – Over 4000 to date – reduces waste and raises awareness
- 2011 October – National ride to work day
- 2011 December – Five environmental sustainability questions included in the all-of-staff survey

- 2012 June – Environmental Sustainability Pledge of behaviours launched on World Environment Day
- 2012 October – National ride to work day
- 2012 November - National recycling week 2012 – Over 600 kilos collected during a “Friday file fling”
- 2013 March - Mobile Phone Recycling initiated with four permanent collection points now on site
- 2013 October – National ride to work day
- 2013 November – National Recycling week - Over 5000 kilos collected during the “Friday file fling”
- 2014 June – World Environment Day Photo Competition
- 2014 July – Environmental sustainability pledge reached target of 2500 staff and collated 27,019 behaviours and as at June 2016 has reached 3,330 staff and 37,282 behaviours
- 2014 October – National Ride to work day – 60 participants
- 2014 November – Sustainability at work staff suggestions
- 2015 January – Launch of Mater Car Pool Database
- 2015 May – Five follow up environmental sustainability questions included in all of staff survey
- 2015 October – Transport Access Guide launched on National ride to work day
- 2015 November – “What happens to waste at Mater?” launched in National recycling week
- 2016 June – Sustainability at Mater – Video photo montage of Staff involvement with initiatives

Leadership

Evidence suggests that strong leadership and supervisory support can lead to more effective sustainability outcomes (Egri & Herman, 2000). In general there is very strong leadership support for sustainability initiatives at Mater, as evidenced by senior managers modelling behaviour in the “Turn in Off” campaign (Russell et al., 2016), and support of the many on-going initiatives. Senior staff and the leadership team have also engaged effectively with research to identify the organisational response to environmental issues. These interviews identified divergent perspectives on the fit between organisational values and sustainability priorities. What this highlighted, however, was the need to align the sustainability agenda and initiatives with multiple perspectives and viewpoints.

In 2010, a series of interviews were conducted with senior executives and board members of the organisation. During these interviews, participants were asked about the values of the organisation and the fit between Mater values and sustainability. Divergent perspectives were raised with some participants suggesting that sustainability is embodied within current values whereas other participants reported that sustainability was secondary to the organisation’s values and potentially in competition with values of patient care. This divergent perspective was a challenge for the progression of sustainability initiatives at the senior executive level.

A follow up was conducted in 2013 and results showed that the perspectives of the senior executives were less divergent. Most participants agreed that environmental sustainability was compatible with the values of the organisation. However, it was also acknowledged that environmental initiatives were considered along with all other projects. In this way, the value of environmental initiatives

needed to be evaluated in the same way other projects and priorities are evaluated within the organisation. For example,

This is an organisation that's been around for 100 years and it's going to be here for hundreds of years into the future. It needs to refresh and strengthen itself and sustainability is a fundamental part of all that.

Yes, it's respect and maybe that's one to build on. We talk about respect for human beings. There has to be an element of respect for the earth.

Although almost all participants suggested that the values of the organisation are compatible with sustainability, but there was still evidence of the competing priorities within the organisation. For example, as one participant put it, environmental sustainability “[doesn’t] have a priority” and that there were “some pretty big priorities that need to be managed first.”

So we have things like for example patient safety, which is critically important; customer engagement; environmental sustainability, so there are lots of different strategies that the organisation needs to consider. It's like I said, it's about having a balanced approach so you're not just focusing on one area and letting others fall away. So it's about I guess keeping all the balls in the air.

Motivation

The second key element of the AMO model is motivation. Motivation can be influenced by extrinsic (e.g., financial) and intrinsic rewards (e.g., interesting work), performance reviews, feedback, career development, employment security, and work–life balance. The key focus of the motivation component of the AMO model is to

ensure motivation and commitment through practices such as contingent rewards and effective performance management. In their application of the AMO theory to a sustainability context, Renwick et al. (2013) identify the key needs for motivation in green HRM as: (1) performance management and appraisal; and (2) pay and reward systems.

Performance management and appraisal

As part of performance development plans for all Mater staff, a key goal to deliver operational efficiency also included a number of behaviours from the environmental sustainability pledge as options that staff could select from to make their personal contribution to increasing Mater's operational margin.

The pledge was successful as it focused on giving staff alternatives to current practices for some of the behaviours and encouragement to participate at different levels according to their preferences. These behaviours were translated into performance indicators across the organisation. Within performance reviews, employees can choose behaviours most relevant to their work area and role. Examples included:

- Energy behaviours that were linked back to the successful “Turn it off” campaign or with some cross promotions with the Dieticians during health ‘Weight Week’ which encouraged employees to “take the stairs instead of the lift”.
- Water behaviours were linked to encourage staff to use a refillable water bottle which was the most popular behaviour and Mater has produced a wide variety of water bottles promoting a multitude of health related projects or departments. Similarly, previous water saving initiatives such as installation of

sensor activation were linked to turning off the water flow as an opportunity when washing your hands.

- Alternative transport behaviours from individual car use have grown over the organisation's sustainability journey and these behaviours are well supported with days that encourage staff to ride to work, the promotion of bicycle user groups, a carpooling database, and a comprehensive travel access guide that was introduced in 2015 to show staff the many opportunities to travel to work without driving every day.
- Waste behaviours are also encouraged, particularly as a result of two major interventions. In non-clinical areas, the removal of under desk waste bins and the replacement with a small eco desk top bin along with centralized general and co-mingled waste bins has seen a large increase in recycling. And in clinical areas, the removal of large 240 litre clinical waste bins with a smaller more mobile 64 litre bin supported with increased waste segregation education has shown a large decrease in clinical and related waste. Staff are encouraged to continue to reduce waste in all aspects of their role.

Pay and reward systems

Within the motivation element of the model, Mater has emphasised performance management and appraisal, with much less emphasis on pay and reward systems.

This, however, may be an effective mechanism to improve the green HRM practices of the organisation. The only initiative to date that links to employee pay is the ability for eligible staff to salary package their public transport costs as a before tax deduction. This is only utilised by a minority of staff as this benefit falls within the same benefits category as mortgage and rent payments where the vast majority of

staff already utilise the maximum allowance.

Opportunity

Wider employee participation in organisational practices is often seen as crucial to the success of organisational outcomes. Opportunity is influenced by employee involvement in initiatives, team working, and communication (Applebaum et al., 2000). In application to green HRM, opportunity involves two key issues that are particularly relevant to the Mater case study, namely: (1) involvement of employees in the identification of opportunities for improved sustainability performance (Henriques & Sadorsky, 1999; Renwick et al., 2013); and (2) a supportive organisational culture (Russell & McIntosh, 2011). Renwick et al. (2013) suggest that these two criteria are important elements of providing the opportunity for employee participation in green HRM practices. Each is addressed in turn.

Employee Engagement

There was a concerted effort at the beginning of this journey to implement easy wins and changes that staff and management could “see” and “touch” and that were relatively inexpensive or provided a quick return on investment. These initiatives were put in place to ensure employee engagement across the organisation and to develop a culture of small wins to subsequently harness support for potential future larger-scale changes. The small changes that were implemented at the beginning of the organisation’s sustainably journey included mandating duplex printing in non-clinical areas (over 12.5 million pages saved), installing water tanks (24 on site), installing secure cages to park bicycles (three cages and 90 spaces and lockers available), and implementing printer cartridge recycling.

The first large financial investment was with a lighting project in one of the Mater car parks to replace nearly 3000 T8 fluorescent tubes to more energy effective T5 fittings. This proof of concept delivered a 32.4% energy reduction and was a less than 2 year return on investment that also attracted funding from the Energy Provider as part of their Peak load reduction project (see Mater Health Services, 2016a). The success from this financial and environmental improvement has facilitated financial investment support from the Chief Financial Officer and further lighting projects have been conducted that have delivered similar and better results through installation of energy efficient lighting options. These quick win outcomes showcased to staff at all levels of the organisation that minimal individual effort can make a difference and this has underpinned the on-going messages to staff that support consumption reduction to provide increased financial benefits to patients.

Engagement with external partnerships has also enhanced opportunities for staff engagement across the organisation. An early partnership was formed with an external Carbon Management company to measure Scope 1 and 2 emissions along with easy to measure Scope 3 emissions since 2008/2009. Over this time data collection internally has greatly improved and for comparative examples a base line of 2010/2011 has been accepted as the beginning benchmark for future years. As part of this service, a number of recommendations to reduce emissions are included in the yearly carbon report and to the end of the 2014/2015 financial year, 31 have been implemented of a total of 34 identified. A number of these recommendations were already in place or in progress, however the external input into the progression of change supported existing priorities. From 2015/2016 the data is now collected in a specialised sustainability software solution and full “go live” is due in 2016/2017 for all Mater sites so carbon reporting can be managed in house.

Research collaborations have formed a key element on which the Sustainability at Mater strategy has been based. Complementing the internal efforts from the Director Environmental Sustainability and the Environmental Sustainability committee an external research partnership was formed in 2010 through a business relationship with senior academics. A number of environmental behaviour studies were conducted that encourage environmentally sustainable practices (see for e.g., Russell et al., 2016).

Supportive Organisational Culture

At the start of Mater's sustainability journey there was no identified sustainability culture. A number of awareness raising initiatives including education and communication strategies have been delivered and the results clearly show that this culture is growing within Mater. While the initial approach to promote environmental sustainability was coordinated and delivered by a separate environmental sustainability position, there have been, and still are, a number of HR related support functions that have assisted with the embedding of this thinking into normal business practices. Results of the all of staff survey clearly show an increase in staff awareness, which is an indicator or artefact of a growing sustainability culture (Russell & McIntosh, 2011).

Current Position and Priorities

To March 2016, the environmental agenda had been led by the one full-time equivalent position of the Director Environmental Sustainability. The efforts to advocate, influence, and engage employees in change at all levels of the organisation has been successful across the breadth of the Mater. However, given the breath of

opportunities to engage with across business, there are many prospects to further embed environmental considerations into current activities. The organisation has recently employed another part time employee to focus on sustainability and it is likely that this will further enhance Mater's capacity to further integrate and raise awareness of sustainability within the organisation.

Staff engagement continues to be a major focus for the organisation. The release of a Sustainability at Mater photo video montage of staff from across the organisation from different management levels, disciplines, and roles includes representatives from all of the hospitals in the Mater group demonstrates that there are now a large number of initiatives that have become part of business as usual in all areas of the hospital. Released on World Environment Day 2016, it is also the first campaign from any part of the hospital that will showcase the breadth of work already achieved in the three key areas of health, education, and research.

The first Environmental Management Plan (2015-2019) with clear targets for achievement for the next three years was endorsed by the Environmental Sustainability committee and approved by the Group Executive in late 2015. This sets clear key performance indicators that Mater is targeting and will continue to require strong top management support to implement.

Conclusions

Mater's progress in embedding environmental sustainability into business practice has been achieved through incremental change across a wide variety of themes and initiatives. Mater continues to try and create change by embedding environmental sustainability in HRM practices with the aim of changing current business-as-usual processes. Continued top management support from the senior executive and board

members along with HRM support to promote accepted behaviours and stewardship considerations is key to embedding environmental sustainability into business as usual activities. The focus on HRM initiatives has been growing in tandem with diverse initiatives to address the major themes of energy, water, waste, procurement, facilities design, transport and stakeholder engagement, and will continue to be a focus for future successes. The Mater case is a clear demonstration of how one organisation continues to embed environmental sustainability into the organisation, and in doing so addresses the key HRM components of ability, motivation and opportunity.

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