Research on Energy Conservation Behavior of Public Institution Personnel from the Perspective of "Espoused and Enacted Values"

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Abstract: Literatures on individual energy saving behavior have focused on the households level, while few studies analyzed from the perspective of employees with public institutions as background. To achieve the vision of carbon neutrality, public institutions should play an exemplary and leading role. This paper constructs an energy saving "Espoused and Enacted Values" model to explore the influencing factors of energy saving behavior of staff in public institutions. The results show that organizational attitude has a significant positive effect on individual energy saving behavior. Organizational behavior has a mediating effect between organizational attitude and individual behavior, and the mediating effect is higher than the direct effect. Personal attitude has a significant positive effect on personal behavior, and personal attitude mediates the relationship between organizational attitude and personal behavior. That means on the one hand the energy conservation policy propaganda of the public organization can directly promote energy saving behavior of public institutions personnel and indirectly promote their behavior by transferring the organizational attitude. On the other hand, the policy propaganda contributes to the execution of substantial energy management activities, which will further affect the energy conservation behavior of the staff in public institutions.

1. Introduction
The goal of carbon peak and carbon neutrality proposed at the 75th Session of the United Nations General Assembly, is a major declaration of China's climate and environmental policies. The realization of the goal involves many subjects such as the government, enterprises, groups and individuals, each of which plays an irreplaceable role. As one of the main consumers of energy resources, public institutions are also important promoters and managers of energy conservation. The energy conservation management of public institutions plays a demonstrative and leading role in the whole society energy saving activity. To implement the carbon peak and carbon neutrality announcement, public institutions should be the "first batter" in the race of energy conservation.
Public institutions’ activities are mainly offices work, and their energy consumption is mainly reflected in building energy consumption and transportation energy consumption, while building energy consumption is the main form. The main types of energy consumption are raw coal and electricity. In 2015, raw coal accounted for 30.86% of the energy consumption in public institutions, which was mainly used for heating in the north. Electric power accounts for 45.37%, which is mainly used for the energy use facilities of public institutions including lighting, electrical appliances, power equipment, etc., especially in the southern region, where the electricity consumption is considerable. According to the past researches, in recent years, energy conservation management institutions had been set up in various districts, and public institutions have continuously strengthen their internal energy conservation management system. However, there are still common problems such as slow progress of energy conservation and insufficient energy conservation awareness among staff in public institutions. It forms the phenomenon of “knowing and doing different” between the behavior required by the organization and the actual behavior of the staff. Therefore, how to promote the participation of the staff of public institutions and mobilize their enthusiasm for energy saving is an important focus of public institutions in energy saving and emission reduction.

Scholars have done a lot of research on individual energy saving behavior, but most of them discuss the factors and mechanism of energy saving from the perspective of households, while few studies analyzed from the perspective of employees with public institutions as their background. Zhang Yi et al. studied the energy conservation and emission reduction behavior of public servants in government departments of Shanxi Province and believed that value, subjective norms and perceived behavior control could influence the energy conservation and emission reduction behavior of public servants. Taking Shanxi Province as an example, this study focused on the differences in energy saving behavior of civil servants of different government departments. Its conclusion showed that civil servants of the National Development and Reform Commission had higher subjective norms, while those of the Transport Department had lower willingness and possibility to show energy saving and emission reduction behavior in the future. Although the literatures on household energy saving are helpful to understand the energy saving behavior of employees, employee energy saving is different from household energy saving. On the one hand, residents need to pay for their own household energy, but the energy used by employees in public institutions is often provided free of charge by public institutions, which to a certain extent will reduce their enthusiasm to save energy in the office, and increase the possibility that they use or even waste energy. On the other hand, the energy saving behavior of employees in the office will be affected by the organizational atmosphere, and the organization may guide employees to recognize and implement energy saving behavior through policy publicity and institutional constraints. Considering that the performance of staff in public institutions may be different from that of individual residents, it is necessary to conduct the research on staff's energy conservation behavior. This paper constructs the modified "Espoused and Enacted Values" model of public institutions and their staff, and conducts a survey of more than 200 public institutions personnel in the Pearl River Delta region of Guangdong Province to analyze and verify whether the promotion of energy conservation and emission reduction strategies at the organizational level can strengthen the intention and behavior of public institutions personnel. Then discuss the key influencing factors of public institutions personnel's participation in energy conservation in order to promote the energy conservation and emission reduction behavior of public institutions.

2. Literature review and hypothesis presentation

According to relevant studies on organizational culture, there are two forms of values in organizations. One is the espoused values, which are the values expressed by the organization management in public (internally or externally) to represent the attitude of the organization; the other is the enacted values, which refer to the values reflected in the actual behavior of the staff. When employees receive the signal of values declared by the organization, they will form corresponding cognition. However, when employees’ cognition cannot be effectively implemented, or fails to meet the expectation of the value criterion declared by the organization, the dislocation of...
"declaration-implementation" will occur, forming the phenomenon of "difference between knowing and doing". An analogous concept in the field of public management related to the “espoused and enacted Values” perspective is "symbolic policy enforcement". Symbolic implementation refers to the fact that the subject of the implementation often creates symbolic symbols in the implementation activities and replaces the substantive implementation with ceremonial and expressive activities[14]. If the implementation of the policy only stays at the level of policy publicity, it may lead to deviation between the content and the form. Symbolic implementation, however, has a positive effect by demonstrating the organization's attitude and attention to the problem and that it is taking action. If the espoused value, in other words the expressing of the organization attitude is transformed into concrete goals, specific responsibilities of the posts and the distinct evaluation methods and standards of output and results, the symbolic policy implementation can be effectively turned into serious policy implementation. As you can see, "Espoused and Enacted Values" theory in the study of organizational culture focus on the relationship between organizational declaration and individual execution, but ignored the organizational execution. In fact, the organization's practices are influenced by its espoused values[15], but the actual execution is a common problem of the organizations at all levels. In public agencies, "the organization Espoused Values" may have originated from the superior department policy design[16], but the actual implementation of energy saving policies is an interactive process among multiple levels and subjects. Its execution intensity is affected by many factors such as institutional environment, social situation, and the execution effect of different public institutions is not the same. Therefore, this paper sets two variables at the organizational level: "organizational attitude" and "organizational behavior", "organization attitude" refers to the propaganda and emphasis of energy conservation policies by public institutions, which is embodied in slogans, meetings and other ways as the main channels to spread policies; while the "Organization behavior" is manifested in the execution of specific and measurable series of energy conservation management organizational actions, such as the upgrading of energy conservation equipments, clarify the responsibility, assessment of energy conservation, etc. And thus the paper puts forward the following hypothesis:

H1: “Organizational attitude” has a significant positive impact on “organizational behavior”.

The important subject of the actual implementation of energy conservation policies is still the personnel in public institutions, whose subjective cognition and execution mentality are crucial to the implementation of energy conservation management policies. Organizational climate has an important impact on employees' awareness and behavior, but simply advocating or simply communicating and declaring values to the members of the organization cannot make the members' behavior change. Researches on the organizational level of enterprises in organizational culture field show that even though some values have been emphasized in the annual report every year, the actual behavior of employees is not very consistent; Only through the members of the organization in a favorable environment to carry out the declared values of the enterprise can the performance of the organization be changed[17]. Studies in the field of public administration also show that the service ability of civil servants can only be brought into play in an organizational atmosphere with clear goals, so that high-quality government service can be realized[18]. Therefore, in this paper, at the individual level, the variable of "personal attitude" is set to represent the energy saving willingness of public institution personnel, while the variable of "personal behavior" is set to represent the specific execution behavior of public institution staff. It is believed that both "organizational attitude" and "organizational behavior", as the embodiment of organizational energy saving atmosphere, can influence the intensity of "personal behavior". "Organizational behavior" can be understood as a process variable between "organizational attitude" and "individual behavior". Through specific and measurable organizational energy saving actions, the organization's energy saving values can really influence the actual energy saving behavior of public institution personnel. On the other hand, the individual energy saving behavior of public institution personnel will be positively affected by their energy saving willingness, which has been fully discussed and confirmed in the literatures related to residential energy saving. The input of knowledge related to energy and environmental protection, as well as the attitude towards energy conservation of the surrounding groups and important people will be internalized into the
individual's personal norms and sense of efficacy, thus generating the willingness to save energy, that is, the psychological tendency of the individual to implement energy conservation behavior and make efforts[7]. At the same time, the organizational announcement can also directly or indirectly realize the value guiding effect, promote the personnel understanding and recognition of the energy conservation concept value. In other words, organization attitude can influence the enforcement of employees' energy conservation behavior by increasing individuals' willingness to save energy, "Personal attitude" can also be understood as a process variable between "organizational attitude" and "individual behavior." Therefore, this paper puts forward the following hypotheses:

H2: “Organizational attitude” has a significant positive impact on “individual behavior”.
H3: “Organizational behavior” has a significant positive impact on “individual behavior”.
H4: “Organizational behavior” mediates between “Organizational attitude” and “individual behavior”.
H5: “Organizational attitude” has a significant positive effect on “individual behavior”.
H6: “Individual attitude” has a significant positive effect on “individual behavior”.
H7: “Individual attitude” mediates between “organizational attitude” and “individual behavior”.

The overall logical framework and model of the research is shown in Figure 1:

![Figure 1 Research hypothesis on energy conservation of personnel in public institutions based on the Perspective of "Espoused and Enacted Values"

3. The empirical analysis

3.1. The data source
In this survey, a total of 277 questionnaires were distributed through the combination of online and offline methods. The respondents were from public institutions in cities of the Pearl River Delta. A total of 264 effective questionnaires were collected, with an effective recovery rate of 95.3%. Among 264 samples, 160 are male, accounting for 60.6%; The age range was 23-55 years old, of which the age range was 26-35 years old accounted for 54.5%; In terms of educational background, 76 people have college degree or below, accounting for 28.7%; 137 people have bachelor degree, accounting for 51.9%; and 19.3% have master degree or above. In terms of the administrative level of the public institutions which the respondents belong to, the provincial level accounts for 9.09%, the municipal level 34.8%, and the district level and below 56.06%.

3.2. Scale formulation
The variables involved in this study were measured using a five-scale Likert scale, with 1 indicating "very inconsistent" and 5 indicating "very consistent". The measurement tools used were all verified in the Chinese scenario, and the respondents were required to make anonymous self-evaluation based on their real feelings. "Organizational attitude" and "Organizational behavior" scale refer to Luhui's relevant system to declare and implement measurement tools[19] and was revised. “Organizational attitude” was evaluated through five questions, such as "the public institution always emphasize the importance of saving energy and reducing emission", "the public institution often organizes lectures or activities on energy conservation and emission reduction", and "the public institution posts a large number of slogans on energy conservation and emission reduction publicity in
the workplace". The consistency reliability of this part of scale was 0.862. The organizational behavior intensity was evaluated through six questions, including "the public institution formulated rules and regulations related to energy conservation and emission reduction", "the public institution carried out energy conservation renovation of related hardware facilities", and "the public institution will conduct assessment on energy conservation and emission reduction of all departments". The consistency reliability of this part of scale was 0.857.

"Personal attitude" refers to the measurement tool of environmental values and the willingness to save energy\(^8,19\), adopting "energy-saving and emission reduction is not only the responsibility of the government and enterprises, but also my responsibility" , "I feel satisfied when I implement energy saving behavior ", "I am willing to change my daily energy habits to save energy", "I am willing to turn off unused electrical appliances in order to save energy", etc. The consistency reliability of this part of scale was 0.826. "Personal behavior" refers to the measurement tool of energy saving behavior and was evaluated through 8 questions such as "I turn off the lights when I leave the office", "I turn off the power when the electrical appliances are not in use", "I will actively prevent my colleagues from wasting energy", etc. The consistency reliability of this part of scale was 0.706. The reliability and KMO value of the overall scale were 0.912 and 0.924, \(P<0.001\), indicating that the scale had good reliability and validity.

### 3.3. Descriptive statistics and correlation analysis

Firstly, descriptive statistics and correlation analysis were performed on all variables to test the hypothesis. In order to explore the relationship among key variables more strictly, demographic and job statistical characteristic variables such as age, gender, educational background, working years and the level of the public institution were used as control variables. As can be seen from Table 1, there are significant positive correlation between organizational attitude(OA) and organizational behavior(OB), individual attitude(IA); individual behavior(IB) and organizational attitude(OA), organizational behavior(OB), individual attitude(IA). Assumptions H1, H2, H3, H5, and H6 have been preliminarily verified.

#### Table 1 Variables descriptive statistics and correlation matrices

| Variable               | Mean | SE   | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   |
|------------------------|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Gender                 | 1.39 | .49  | 1   |     |     |     |     |     |     |     |     |     |
| Age                    | 2.23 | .71  | .01 | 1   |     |     |     |     |     |     |     |     |
| Working years          | 1.82 | .86  | .07 | .54*| 1   |     |     |     |     |     |     |     |
| Educational background | 2.90 | .79  | .20**| -.07 | .11 | 1   |     |     |     |     |     |     |
| Institutional level    | 2.47 | .66  | -.13*| -.12 | -.29*| -.22**| 1   |     |     |     |     |     |
| OA                     | 4.11 | .75  | -.08| -.09| -.09| -.31**| .01 | 1   |     |     |     |     |
| OB                     | 3.72 | .81  | -.08| .10 | -.05| -.37**| .01 | .78**| 1   |     |     |     |
| IA                     | 4.31 | .49  | .01 | .08 | -.08| -.22**| -.07| .51**| .45**| 1   |     |     |
| IB                     | 4.05 | .53  | -.05| .04 | .01 | -.20**| -.10| .46**| .49**| .65**| 1   |     |

**Note:** Gender: male-1, female-2; Record of formal schooling: high school graduation and below-1, Undergraduate-2, Master's degree-3. Doctor degree and above-4; Institutional level: provincial level-1; municipal lever-2; town level and below-3; **P<.01, *P<.05, N=264, Double tail detection.

#### 3.4. Hypothesis testing

Organizational behavior(OB) was used as the dependent variable for regression. It can be seen from Model 1 in Table 2 that organizational attitude(OA) had a significant positive effect on it (\(B = .761, P<0.001\)), and Hypothesis 1 was confirmed. Using individual attitude(IA) as the dependent variable for regression, it can be seen from the regression results of Model 2 that organizational attitude(OA) has a significant positive effect on individual attitude (\(B = .516, P<.001\)), and Hypothesis 5 is confirmed. Using individual behavior(IB) as the dependent variable for regression analysis, it can be seen from Model 3, Model 4 and Model 6 that organizational attitude(OA), organizational behavior(OB) and
individual attitude (IA) all have significant positive influence on individual behavior (B = .472, P < .001; B = .516, P < .001; B = .663, P < .001), Hypotheses 2, 3 and 5 are confirmed. At the same time, Model 5 shows that when individual behavior is taken as the dependent variable and both organizational attitude and organizational behavior enter the regression equation at the same time, the influence of organizational behavior is still very significant (b = .358, P < .001). The mediating effect of organizational behavior can be seen by combining the results of Model 1 and Model 3. To further verify the mediation effect of organizational behavior, the Bootstrapping method was used in this study, and the number of samples was set to 5000. The results showed that the mediating effect of organizational attitude (OA) on individual execution was 0.194, with 95% confidence interval [0.10, 0.286], and the mediating effect accounted for 57.7%, while the direct effect of organizational attitude on individual behavior was 0.142, with 95% confidence interval [0.021, 0.264]. The direct effect accounted for 42.3%. The values of the two confidence intervals do not include 0, so it can be determined that organizational behavior has a partial mediating effect between organizational attitude and individual behavior, and hypothesis H4 is supported. Also, taking individual behavior as the dependent variable, when both organizational attitude and individual attitude enter the regression equation at the same time, the influence of individual attitude is still very significant (b = .576, P < .001), and the mediating effect of individual attitude can be seen by combining the results of Model 2 and Model 6. The Bootstrapping method was further used to verify the mediation of individual attitude, with the number of samples set to 5000. The results show that the mediating effect of organizational attitude on individual behavior through individual attitude is 0.212, 95% The confidence interval was [0.15, 0.284], accounting for 63.1%, while the direct effect of organizational attitude on individual behavior was 0.124, the 95% confidence interval was [0.043, 0.209], accounting for 36.9%. The values of the two confidence intervals do not include 0, so it can be determined that personal claims have a partial mediating effect between organizational attitude and individual attitude, Hypothesis H7 is supported.

In addition, the regression results show, most of the control variables such as gender, age, working years and educational background have no significant effect on the energy conservation behavior of public institution personnel, only in parts of models showed that the administrative level of public institutions has a significant negative impact on the energy conservation behavior of public institutions, namely the higher the administrative level of the public institution, the better the performance of the individual energy saving behavior.

Table 2 Regression analysis results

| OB | IA | IB | Model1 | Model2 | Model3 | Model4 | Model5 | Model6 | Model7 |
|----|----|----|--------|--------|--------|--------|--------|--------|--------|
| 1  | .006(.06) | .062(.05) | -.011(.06) | -.016(.06) | -.013(.06) | -.055(.05) | -.046(.05) |
| 2  | .010(.05) | .063(.04) | -.059(.05) | -.052(.05) | -.062(.05) | -.081(.04) | -.095(.04) |
| 3  | .021(.04) | -.096(.04) | .060(.04) | .037(.04) | .053(.04) | .104(.04) | .116(.04) |
| 4  | -.144(.04) | -.078(.04) | -.090(.04) | -.039(.04) | -.038(.04) | -.077(.03) | -.045(.03) |
| 5  | -.022(.05) | -.099(.04) | -.120(.05) | -.115(.05) | -.112(.05) | -.065(.04) | -.062(.04) |
| OA | .761***(.04) | .516***(.04) | .472***(.04) | .198***(.06) | .174**(.04) |
| OB | .516***(.04) | .358***(.06) | .663***(.05) | .576***(.06) |
| IA | .567 | .321 | .243 | .273 | .284 | .496 | .472 |
| AR² | .657 | .321 | .243 | .273 | .284 | .496 | .472 |
| F  | 85.03 | 20.24 | 15.07 | 17.44 | 37.39 | 33.39 | 34.56 |

Note: Control variables: 1-Gender; 2-Age; 3-working years; 4-educational background; 5-Institutional level. Variable: OA-organizational attitude; OB-organizational behavior; IA-individual attitude; IB-individual behavior. All the regression coefficients listed are standardized, the figures in parentheses are the standard error of the estimate. *** P < .001, ** P < .01, * P < .05. N = 264, Double tail detection.

4. Conclusion and Enlightenment

4.1. Conclusion
To implement the carbon peak and carbon neutral goals at the 75th Session of the United Nations General Assembly, public institutions should play an exemplary and leading role in the energy
conservation and emission reduction actions of the whole society. Energy conservation in public institutions not only needs management promotion at the organizational level, but also needs the actual implementation of public institution personnel. This paper modified the "Espoused and Enacted Values" model and constructs model of energy conservation for public institutions and their personnel, in order to explore the important factors affecting the energy conservation behavior of public institution personnel, so as to finally promote the improvement of the energy conservation management of public institutions. This paper defines four variables which are "organizational attitude", "organizational behavior", "individual attitude" and "individual behavior". The "organization attitude" represents the publicity and emphasis of the energy saving policy by the public institutions, namely the organization's espoused value of energy conservation. "Organizational behavior" refers to the implementation of a specific, measurable series of energy saving management, represents the organizational enacted value. "Personal attitude" variable means the energy saving willingness of the staff in public institutions, namely the personal espoused value. And "individual behavior" refers to the specific implementation behavior of the staff of public institutions, represents the personal enacted value. Based on the regression analysis of the questionnaire data of 264 public institution personnel in the Pearl River Delta, the following conclusions are obtained:

1) Organizational attitude has a significant positive impact on individual energy saving behavior, that is, public institutions' propaganda and emphasis on energy saving policies can effectively affect the energy saving behavior of public institutions' staff;

2) Organizational behavior has a mediating effect between organizational attitude and individual behavior, and the mediating effect is higher than the direct effect. That is to say, the implementation of specific and measurable energy conservation management activities in public institutions, such as the energy-saving transformation of facilities, clarifying responsibility for energy conservation and establishment of energy conservation assessment etc. has more effect on the individual energy conservation behavior;

3) Personal attitude has a significant positive effect on personal behavior, and personal attitude mediates the relationship between organizational attitude and personal behavior. That means personal energy-saving values will directly affect the individual behavior of energy conservation, at the same time, the propaganda of energy conservation policy by the public institutions can produce the value guiding effect, which can be internalized into the individual energy conservation williness, then further promote the individual energy conservation behavior indirectly.

And parts of the regression models' results also show that the individual energy saving behavior of public institution is correlated with the administrative level of public institution. The higher the administrative level of public institution is, the better the performance of individual energy saving behavior will be.

4.2. Policy implications
1) To carry out regular publicity on energy conservation and establish a scientific concept of energy conservation

The public institutions can adopt a variety of vivid forms of publicity activities to normalize the publicity activities and transform the edification of energy conservation awareness of public institutions into a long-term mechanism. Public institutions should carry out the situation education related to energy conservation and environmental protection in daily work, strengthen the awareness of resource and environmental crisis of public institution personnel and correct their wrong idea that whether to strictly implement energy conservation measures has nothing to do with their own interests. Let the public institutions personnel get into the energy saving consciousness and habit, change bad behavior such as "ever-burning lamps, long standby electronic equipment, and working air conditioning with open window ". Through the experience of practical activities, the staff of public institutions can not only understand the relevant energy conservation policies and learn the skills but also consolidate and enhance awareness of the significance of energy conservation. The sense of responsibility and mission for achieving energy efficiency goals was inspired, the passive thought of "I
was wanted to save energy" will be changed into the active thought of "I want to save energy".

2) To improve supporting policies and systems related to energy conservation management in public institutions

"Organizational behavior" is one of the key links of energy conservation management. Optimizing the setting of energy conservation management institutions, straightening out the cooperation between the main body of energy conservation management departments and other departments, and establishing a set of comprehensive energy conservation laws and regulations with detailed provisions and clear responsibilities will be conducive to the promotion of energy conservation work in public institutions. The energy saving target responsibility system should be established, the rewards and punishments for energy saving should be combined with the performance evaluation of organizations and individuals, and the energy saving behavior should be motivated and constrained by the power of the system. For example, for public institutions that exceed the annual energy-saving target, the achievement should be considered for the priority support in terms of the energy saving budget of the next year. On the contrary, for institutions and organizations that have not completed the work, they would be required to explain the reasons and part of the quota will be deducted from the budget allocation for energy conservation in the next year. For public institutions personnel, different energy usage guides should be set according to different energy-using equipment characteristics, the number of energy users etc.in different public organizations. On the basis of formulating the adjustable conduction, the evaluation indexes such as daily standard energy consumption can be added to the annual regular assessment of public institution personnel, to make the energy conservation work formally included in the staff's daily work assessment thus encouraging the energy conservation practices of staff in public institutions.

3) To create an atmosphere of energy conservation in the whole society and enhance staff's sense of value for energy conservation

The publicity of energy conservation should not only be carried out within the organization, but also in the whole society. The government could try to increase the input density of knowledge related to energy conservation and environmental protection with the media, such as newspapers, television, the Internet, building regional media, based on the family, school, community, workplace and other narrative scenes. More people will believe that others exposed to the above media information will be influenced to take action. After perceiving the impact of the media on others, public institutions themselves may actively adopt energy-saving behavior in order to keep in line with social expectations. And the energy saving behavior of public institution personnel will have an impact on other groups of society, so as to achieve the optimization effect of positive energy saving of the whole society.

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