

THE INVESTIGATION OF HOTEL EMPLOYEES' GREEN ORGANISATIONAL BEHAVIOUR TENDENCIES IN TERMS OF SOME DEMOGRAPHIC VARIABLES

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Abstract

Purpose – The purpose of this research is to investigate the difference of green organizational behaviour tendencies according to some demographic variables.

Design – Besides the theoretical framework on the issue of green organizational behaviour, the paper also gives empirical insights into the matter on the hotel employees.

Methodology – The research population of this research is comprised of 5-star hotel companies in Antalya. The sample group of the research involves 319 employees determined according to the random sampling method from among the employees of 12 hotels within these hotels. The purpose of choosing tourism sector as the universe is the reason of being harmful to the environment. The reason of limiting the universe to 5 star hotels is the expectation of taking the perspective of the employees towards the environment in businesses which are assumed to be institutional clearly. Questionnaires were conducted with face to face method.

Findings – As a conclusion it is determined that there is no significant difference between participant employees' green organizational behavioural tendencies according to their genders, marital status, ages, educational backgrounds, income and experiences. Also, it is found that there is significant difference of employees' green organisational behavioural tendencies and their seniorities in the businesses and this difference is especially found between employees whose seniorities are less than 1 year and the ones between 4-7 years.

Originality of the research – The contribution that the term green organisational behaviour will make to the organisational behaviour literature is because the subject is nascent, there are no scales that will directly measure the term relevant to Turkish organisational structure and the limited researches on this term.

Keywords Green organisational behaviour, organisational behaviour, demographic variables

INTRODUCTION

It can be said that environmental behaviours have been the concern of humanity since its beginning. However, factors such as changes in the environmental point of view, the phenomenon of globalization, the increase in the belief that environmental sensitiveness should be considered as an opportunity of competition rather than a financial factor, have brought the need to research the environmental friendly behaviours to the forefront. In this context, research on the environment friendly behaviours is a common subject in the literature. There is particular emphasis in the literature that the consumers are more sincere with the environmental friendly

companies and they prefer those. Departing from this point, it is clear that the environmental friendly companies may achieve more successful results regardless of the sector.

Also, it is useful to remind that the issue is also related to the perception of social responsibility in companies. This situation requires the companies to include the factor of environment in their strategies and approximate this situation to their culture. We can also regard the issue in terms of laws. There are laws examining the effects of companies on the environment and imposing various obligations. However, although it is not the subject of regulations, some behaviours of employees may contribute greatly to the creation of a sustainable environment.

That a company has a policy of environmental friendly behaviours and develops a management philosophy for this isn't adequate on their own. In other words, green operation and green management applications aren't adequate for environmental sensitivity on their own. In addition, the employees within the organization should participate in environmental behaviours and act accordingly. In this context, it is seen that the products (green product), marketing methods (green marketing), production process (green production), accounting understanding (green accounting) have been readdressed in order to become environmental friendly. For this purpose, new concepts are included in the literature to make companies (green company) and company managements (green management) environmental friendly.

That the people who will realize the environmental friendly attitudes and behaviours in companies and managements are the employees of those companies brings the need to examine the green concept in the context of employees to the forefront. Departing from this point, the concept of green organizational behaviour emerged based on the assumption that the behaviours of employees affect the attitude of the company towards environment.

In the recent years, environmental friendly seeking has now become common in business as it is in all scientific areas. Therefore; terms like green producing, green marketing, and green accounting are included in the literature and are discussed. However, it is seen that there are not enough research on the organizational behaviour literature. Researches conducted towards organizational behaviour literature are generally within the framework of terms green industry and green management. In this context, researches on green organizational behavioural tendency are needed for employees.

Environment friendly inter-organizational behaviours of the employees in the organization are called green organizational behaviours. In order to contribute to the formation of sustainable environment, organizations need to increase the green organizational behaviours of their employees and embark such quests (Erbaşı, 2016: 298).

There are few studies in the literature in which the green concept is included in the literature of organizational behaviour. While some of these studies try to form a theoretical frame (for example Ciocirlan, 2016; Araujo, 2014; Anderson vd., 2013;

Unsworth vd., 2013; Bartlett and Kane, 2011; Steg and Vlek, 2009; Ramus and Killmer, 2007; Homburg, and Stolberg, 2006; Kollmuss, 2006; Clark vd., 2003; Kollmuss and Agyeman, 2002; Nordlund, ve Garvill, 2002; Stern, 2000; Dietz vd., 1998), others focus on implementing the subject to make it more comprehensible in the literature of organizational behaviour (for example; Norton vd., 2015; Chou, 2014; Bissing-Olson vd., 2013; Graves vd., 2013; Paillé and Boiral, 2013; Robertson and Barling, 2013; Cantor vd., 2012; Zibarras and Ballinger, 2011; Dono and Richardson, 2009; de Groot and Steg, 2008; Bamberg and Möser, 2007; von Borgstede and Biel, 2002).

In this study, the aim was to determine by which demographical variables the green organizational behaviour tendencies of employees are affected. After an abstract and short summary of literature so far, materials and methods used in the research were explained. Findings were given in the third section of the research and obtained results were interpreted in the fourth and the last section.

1. MATERIAL AND METHOD

1.1. Pattern and Method of Research

The pattern of the research is quantitative. In the research, non-empirical research methods of descriptive and comparative methods were used.

1.2. Population and Sample Group of Research

The research population of this research is comprised of 5-star hotel companies in Antalya. The sample group of the research involves 319 employees determined according to the random sampling method from among the employees of 12 hotels within these hotels. The reason of determining the tourism sector as research population is that it is one of the sectors which harm the environment most. The reason of 5-star hotel restriction is our expectation to see the point of view of the employees about the environment in a clearer way in companies deemed corporate. Information obtained from the employees with the interview method and demographical properties of the participants are given in Table 1.

Tables 1: **Frequency Distribution of Participants regarding Demographical Variables (n = 319)**

Demographical Variable		Frequency	Rate (%)
Sex	Male	126	39,5
	Female	193	60,5
Marital Status	Married	157	49,2
	Single	147	46,1
	Divorced	15	4,7
Age	18-29	152	47,6
	30-49	151	47,3
	50-65	16	5,0

Demographical Variable		Frequency	Rate (%)
Educational Status	Elementary	20	6,3
	Secondary	24	7,5
	High School	109	34,2
	Associate	83	26,0
	Undergraduate	83	26,0
Income Level	1300 TRY and lower	134	42,0
	1301-4000 TRY	168	52,7
	4001 TRY and more	17	5,3
Experience	1 and fewer	31	9,7
	1-3 years	79	24,8
	4-7 years	106	33,2
	8-11 years	74	23,2
	12 years and more	29	9,1
Experience in the company	1 and fewer	85	26,6
	1-3 years	106	33,2
	4-7 years	87	27,3
	8-11 years	37	11,6
	12 years and more	4	1,3

As seen in Table 1, most of the participant employees were females and approximately half of them were married. When the variables about the age interval were examined, it was seen that approximately half of the participants were young and approximately half of them were in middle age. More than half of the participants were university (associate, undergraduate) graduates and more than half of them had an income between 1301-1400 TRY. While more than half of the questionnaire participants had 4-11 years of job experience, %60,5 have been working in their current companies for 1-7 years.

1.3. Measurement Tool

Questionnaire technique was used in the research. In the first section of the questionnaire form, which was comprised of two sections, 7 articles concerning demographical properties were included. Sex, marital status, age, educational status, income level, experience and seniority information was included in these properties. In the second section of the questionnaire, 7-article work place environmental friendly behaviour scale, which was developed by Robertson and Barling (2013) was used. In this scale, 5 point Likert scale, which varied between "1. Never"..... "5. Always" was used. (1) meant that the employee didn't have green organizational behaviours,....., (5) meant that the employee had green environmental behaviours. In order to control the dimensions of green organizational behaviour scale and to ensure unidimensionality in the relation among variables, explanatory factor analysis was made. Sample group adequacy was determined as 0,782 for green organizational behaviour scale according to the results of Kaiser Meyer Olkin test results. Bartlett test result produced the statistically meaningful result of χ^2 ($\chi^2= 958,065$, $df= 21$, $p=0,000$). Explanatory factor analysis findings indicated that the green organizational behaviour could be examined unidimensionally, confirming the original study and explained %69,256 of the variance. Also, Cronbach Alpha value was examined for green organizational

behaviour scale and the obtained value of 0,813 indicated that the questionnaire reliability was in sufficient level.

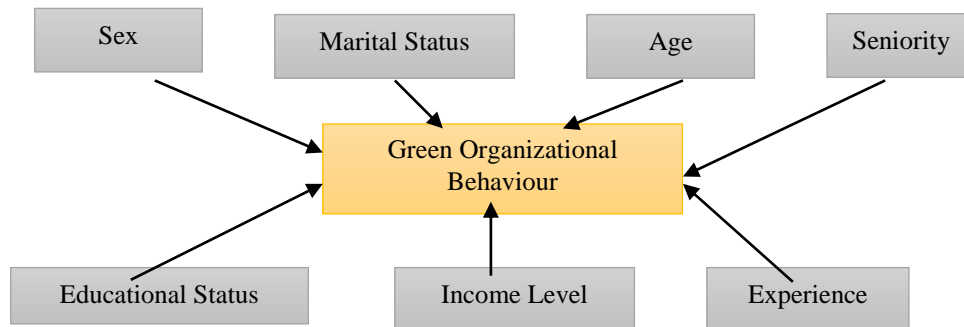
1.4. Hypotheses and Model of the Research

Based on seven demographical variables in the research, hypotheses were formed in order to examine the variation level of green organizational behaviour according to each variable. These 7 hypotheses are as follows:

- H1. Green organizational behaviour tendency of the employees change depending on the sex.
- H2. Green organizational behaviour tendency of the employees change depending on marital status
- H3. Green organizational behaviour tendency of the employees change depending on age.
- H4. Green organizational behaviour tendency of the employees change depending on the educational status.
- H5. Green organizational behaviour tendency of the employees change depending on the income level.
- H6. Green organizational behaviour tendency of the employees change depending on the experience.
- H7. Green organizational behaviour tendency of the employees change depending on the seniority in the work place.

Based on 7 hypotheses above, the research model was formed as Figure 1.

Figure 1: **Research Model**



2. FINDINGS

When the average value belonging to the green organizational behaviour scale was examined, it was seen that the employees had high level of green organizational behaviour tendency (3,8939) (Standard deviation=0,72538). According to this value, hypothesis tests were started.

In order to test if the green organizational behaviour tendencies of the employees differed based on the sex, independent sampling t test was carried out. According to the results seen in Table 2, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 2: **Difference of Green Organizational Behaviour According to Sex**

Green Organizational Behaviour	N	\bar{X}	t	p
Male	126	3,87	-0,414	0,679
Female	193	3,91		

In order to test if the green organizational behaviour tendencies of the employees differed based on the marital status, unidimensional variance analysis was carried out. According to the results seen in Table 3, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 3: **Difference of Green Organizational Behaviour according to Marital Status**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	1,874	2	937	1,789	0,169
Intragroup	165,451	316	524		
Total	167,325	318			

In order to test if the green organizational behaviour tendencies of the employees differed based on the age, unidimensional variance analysis was carried out. According to the results seen in Table 4, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 4: **Difference of Green Organizational Behaviour according to Age**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	1,389	2	695	1,323	0,268
Intragroup	165,936	316	525		
Total	167,325	318			

In order to test if the green organizational behaviour tendencies of the employees differed based on the educational status, unidimensional variance analysis was carried out. According to the results seen in Table 5, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 5: **Difference of Green Organizational Behaviour according to Educational Status**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	1,602	4	401	0,729	0,553
Intragroup	165,723	314	528		
Total	167,325	318			

In order to test if the green organizational behaviour tendencies of the employees differed based on the income level, unidimensional variance analysis was carried out. According to the results seen in Table 6, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 6: **Difference of Green Organizational Behaviour according to Income Level**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	915	2	458	0,869	0,420
Intragroup	166,410	316	527		
Total	167,325	318			

In order to test if the green organizational behaviour tendencies of the employees differed based on the experience, unidimensional variance analysis was carried out. According to the results seen in Table 7, green organizational behaviour tendencies of the employees didn't differ in statistically meaningful level.

Tables 7: **Difference of Green Organizational Behaviour according to Experience**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	4,746	4	1,186	2,291	0,06
Intragroup	162,579	314	518		
Total	167,325	318			

In order to test if the green organizational behaviour tendencies of the employees differed based on the seniority, unidimensional variance analysis was carried out. According to the results seen in Table 8, green organizational behaviour tendencies of the employees differed in statistically meaningful level ($F_{4-314}=3,036$; $p<0,05$). LSD test was implemented to detect inter-groups difference. According to this, it was determined that the difference was between the employees with less than 1 year seniority and employees with 4-7 years seniority.

Tables 8: **Difference of Green Organizational Behaviour according to Seniority**

	Sum of Squares	Sd	Square Average	F	p
Green Organizational Behaviour					
Inter-groups	6,230	4	1,557	3,036	0,018*
Intragroup	161,095	314	513		
Total	167,325	318			

* p<0.05

CONCLUSION AND DISCUSSION

Environment friendly behaviours of the company are affected considerably by the environment friendly behaviours of the employees. In other words, the examination of environment friendly behaviours in companies in terms of organizational behaviour literature is the subject. In this context, the concept of green organizational behaviour emerged in order to fill the gap in the literature. The first thing to do in order to fill this gap is discussing the concept to make it more comprehensible and increasing the studies for implementation. In addition, it may be possible to make research to develop a specific measurement tool to measure environment friendly applications of employees within the organization, in other words, green organizational behaviours suitable for Turkish work organizations.

The aim of this study was to examine the difference of the green organizational behaviour tendencies of employees according to certain demographical variables. For this purpose, findings obtained from 5-star hotel employees by interviewing were assessed. According to the results of independent sampling t test results, which was carried out in order to test if the green organizational behaviour tendencies of employees differed according to sex, no statistically meaningful difference was detected. In this context, the hypothesis “H1. Green organizational behaviour tendency of the employees change depending on the sex.” was rejected.

In order to test if the green organizational behaviour tendencies of employees differed according to marital status, age, educational status, income level, experience and seniority in the company, unidimensional variance analysis was carried out. According to the results, it was found that green organizational behaviour tendencies of employees didn't differ according to marital status, age, educational status, income level, experience and seniority in the company in statistically meaningful level. In this context, the hypotheses “H2. Green organizational behaviour tendency of the employees change depending on marital status, H3. Green organizational behaviour tendency of the employees change depending on age, H4. Green organizational behaviour tendency of the employees change depending on the educational status, H5. Green organizational behaviour tendency of the employees change depending on the income level, H6. Green organizational behaviour tendency of the employees change depending on the experience.” were rejected. According to the unidimensional variance analysis results, it was determined that the green organizational behaviour tendencies of employees different according to the seniority in the company in statistically

meaningful level. According to this, “H7. Green organizational behaviour tendency of the employees change depending on the seniority in the work place.” hypothesis was accepted. According to the results of LSD test, which was carried out in order to determine the seniority level in which this difference occurred, it was detected that the difference was between the employees with less than 1 year seniority and employees with 4-7 years seniority.

The most important constraint of the research was that the questionnaires were applied for a sample group which was selected from the 5-star hotels in Antalya (Turkey) according to the simple random sampling method. It could be possible to expand the population and the sample group. Within the frame of this constraint, the reasons such as the facts that the subject is new in the literature, no scale development study was published for directly measuring the concept in accordance with Turkish work organization structures and the number of researches in this subject was very low, put forth the contribution to be made to the organizational behaviour literature by studies about the concept of green organizational behaviour.

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