

Evaluation of compulsory green employee behaviour in the framework of compulsory citizenship behaviour

Zorunlu yeşil çalışan davranışının zorunlu vatandaşlık davranışı çerçevesinde değerlendirilmesi

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Abstract

For a sustainable environment, organizations have adopted the green management approach and started to work towards adopting green organizational behaviours in their organizations. However, the fact that these behaviours are not always exhibited voluntarily reveals the need to explore a new concept: compulsory green employee behaviour. The main subject of this study is whether this behaviour can be handled within the framework of compulsory citizenship behaviour. This study, "Can compulsory green employee behaviours be evaluated within the scope of compulsory citizenship behaviours?" based on the question, it aims to reveal the reasons for the emergence of compulsory green employee behaviours from a conceptual and theoretical point of view by supporting them with the studies in the literature. For this purpose, the conceptual and theoretical background of green employee behaviour and compulsory green employee behaviour and the reasons for its emergence were examined in this study. As a result of the literature review and theoretical associations, it has been seen that compulsory green employee behaviours exhibited outside of official role definitions can be evaluated within the framework of compulsory citizenship behaviour. In this direction, future studies in this field, steps to be taken in the national and international arena, and measures to be taken are very important in creating a more environmentally conscious and conscious society.

Keywords: Green Organizational Behaviour, Green Employee, Compulsory Citizenship Behaviour, Compulsory Green Employee Behaviour

Jel Codes: C91, C92, D23, F64, R11

Öz

Sürdürülebilir bir çevre için kuruluşlar yeşil yönetim anlayışını benimsemiş ve kuruluşlarında yeşil örgütsel davranışların benimsenmesi için çalışmalara başlamışlardır. Ancak bu davranışların her zaman gönüllü olarak sergilenmemesi, keşfedilecek yeni bir kavramın gerekliliğini ortaya koymaktadır: Zorunlu yeşil çalışan davranışı. Bu davranışın zorunlu vatandaşlık davranışı çerçevesinde ele alınıp alınamayacağı sorusu bu çalışmanın ana konusunu oluşturmaktadır. Bu çalışma, "Zorunlu yeşil çalışan davranışları, zorunlu vatandaşlık davranışları kapsamında değerlendirilebilir mi?" sorusundan hareketle zorunlu yeşil işçi davranışlarının ortaya çıkış nedenlerini literatürdeki çalışmalarla destekleyerek kavramsal ve kuramsal açıdan ortaya koymayı amaçlamaktadır. Bu amaçla çalışmada yeşil çalışan davranışı ve zorunlu yeşil çalışan davranışlarının kavramsal ve teorik alt yapısı ile ortaya çıkış nedenleri incelenmiştir. Yapılan literatür taraması ve teorik ilişkilendirmeler neticesinde, resmi rol tanımları dışında sergilenen zorunlu yeşil çalışan davranışlarının zorunlu vatandaşlık davranışı çerçevesinde değerlendirilebileceği görülmüştür. Bu doğrultuda ileride bu alanda yapılacak olan çalışmalar, ulusal ve uluslararası alanda atılması gereken adımlar, alınması gereken önlemler, çevreye daha duyarlı ve bilinçli bir toplum oluşturulması açısından oldukça önemlidir.

Anahtar Kelimeler: Yeşil Örgütsel Davranış, Yeşil Çalışan, Zorunlu Vatandaşlık Davranışı, Zorunlu Yeşil Çalışan Davranışı

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Introduction

Due to the global concerns experienced today, global warming and the gradual decrease of scarce resources, green applications, whose importance is increasing daily for a more liveable world, appear in every aspect of our lives. Our sensitivity towards the environment directs us to participate in environmentally friendly practices voluntarily, both at work and in our daily lives, because these environmentally friendly practices that we are involved in are very important to achieve a sustainable environment for the future. Not to consume unnecessary water at home, to turn off the lights outside the usage area, not to throw garbage on the ground, plastic, etc. While behaviours such as not using environmentally harmful materials can be given as examples, many practices such as preventing paper waste by not using unnecessary printers in business life, making filings in the digital environment, waste management, careful use of electricity and water facilities in common areas can be examples of behaviours that we individually pay attention to for a sustainable environment.

In addition to individuals, organizations also put forward environmental policies and practices to minimize possible environmental harm and integrate with the necessary legal environmental regulations. In this direction, organizations include these practices in their employees' job descriptions, as they need to create a collective environmental awareness with their employees. In addition, the issue of what motivates employees in the work environment to exhibit these behaviours is of great importance for organizations. (Zientara & Zamojska, 2018: 1143). The prerequisite for an organization to be successful in green practices is to carry out green behaviours in cooperation with employees and with the full participation of employees (Zhang, Wang & Zhou, 2013), thus creating a green culture within the organization. (Guerri & Pedrini, 2014).

When we look at the management and behaviour literature, although it is a new concept in the domestic literature, concepts such as green management, green employee, green employee behaviour, and green human resources are also studied in our country in parallel with the international arena. In this context, to contribute to the domestic literature, this study examines the relationship of green organizational behaviour with compulsory citizenship behaviour (CCB), which is an aspect that has not been studied before and is expressed as the dark side of organizational behaviour (Vigoda-Gadot, 2006). In the first part of the study, the conceptual and theoretical framework of the concept of green organizational behaviour is drawn, and the following section is the relationship between this concept and CCB.

Literature review

Green employee behaviour (GEB)

Green behaviour can be defined as the behaviour of individuals to minimize the negative effects of their activities on the world (Stern, 2000: 408). According to another definition, green behaviour is the behaviour of individuals to reduce their energy consumption, avoid waste, and engage in activities that support recycling and a sustainable environment (Mesmer-Magnus, Viswesveran & Wiernik, 2012: 159). Behaviours exhibited by individuals voluntarily and with environmental awareness at home or work are green behaviours (Yiğit, 2022: 190). However, as a result of the research, it has been found that not all green behaviours are voluntary, and some can be exhibited under the influence of organizational norms and other factors (Norton et al., 2015: 108).

In the management and behaviour literature, green organizational structures and behaviours in coordination with these structures are expressed as green employee behaviour (Kim et al., 2014). According to Ones and Dilchert (2012), who introduced the concept to the literature, green organizational behaviour is exhibited for a sustainable environment. Similarly, Ciocirlan (2017) defines GEB as the behaviour of employees at the organizational level that creates value for establishing or improving the natural environment within the organization.

Many different names express GEB in the literature in terms of conceptualization. These are expressed as follows; green behaviour of the employee (Aboramadan, 2022; Eroymak, İzgüden & Erdem., 2018; Fawehinmi, Yusliza, Mohamad, Noor & Muhammad, 2020; Kerse, Maden & Selçuk, 2021), green employee behaviour (Kongrerk, 2017; Norton, Zacher & Ashkanasy, 2014; Yiğit, 2017), environmentalist workplace behaviour of the employee (Ciocirlan, 2017; Dumont, Shen & Deng, 2016; Sabbir & Taufique, 2020, Somech & Drach-Zahavy, 2004; Weikamp & Göritz, 2016), environmentally friendly/pro-employee behaviour (Bissing-Olson, Iyer, Fielding & Zacher, 2013; Boiral, 2009; Cantor, Morrow & Montabon, 2012; Gill, Ahmad & Kazmi, 2021; Kim, Kim, Han, Jackson & Ployhart, 2014; Lülfs & Hahn, 2013) or employee eco-initiatives (Atiku, 2019; Ramus & Killmer, 2007; Ramus & Steger, 2000; Paille & Raineri, 2015).

Green behaviours Manika, Wells, Victoria, Gregory-Smith & Gentry (2013) divided into three: behaviours with recycling (making materials reusable), behaviours that save energy (behaviours that minimize energy consumption), behaviours that reduce output (reducing paper consumption in the workplace, evaluation of idle paper, etc.) (Manika et al., 2013: 666). Green behaviours of the employees can be divided into two in-role (included in the job description) green behaviours (Norton et al., 2014) and beyond-role green behaviours (not included in the job description and voluntarily displayed without any reward expectation) (Kim et al., 2014; Ying, Faraz, Ahmed & Raza, 2020) according to whether they are included in the job descriptions (Campbell & Wiernik, 2015).

Ones and Dilchert (2012), on the other hand, examine the green behaviours of employees voluntarily under five headings. There, it is expressed as sustainable working (using recyclable products and arranging business processes accordingly), protecting resources (avoiding waste of resources such as water, energy, etc.), influencing others (contributing to and supporting the environmental behaviour of other employees), taking initiative (exhibiting green behaviour with various policies and practices in the organization), avoiding harm (avoiding behaviours that may cause environmental pollution). Ramus and Killmer (2007), on the other hand, grouped GEB under three headings. These socially oriented behaviours exhibited for the welfare of individuals and the organization, the behaviours exhibited by employees for the organization to achieve institutional change, and the behaviours exhibited by employees with various motivation tools (rewards, etc.) are different.

The theoretical background of green employee behaviour can be associated with many different theories. For example, green behaviours that the individual exhibits with a certain intention by being planned under the influence of his social environment and personal attitudes can be explained by the Theory of Planned Behaviour (Ajzen, 1991). (Çetinkaya, 2014: 30; Norton, Parker, Zacher & Ashkanasy, 2015). In addition, ecological worldviews, environmental awareness, etc., are the basis of the environmentally sensitive behaviour of the employees. Value-belief norm theory (Stern, 2000) is used to reveal that there are personal reasons (Lasso, 2019: 2185). It can also be associated with Exchange/Exchange Theories (Cropanzano & Mitchell, 2005) based on interpersonal interactions and mutual relations. Social Change Theory is used to reveal the basis of green employee behaviours, especially recently. In addition to these theories, Motivation Theories can also come into play in directing employees to green behaviours with various motivational elements (Gürsel, 2020: 455). Deci and Ryan (1985) emphasize in the Self-Determination Theory that the behaviours of individuals are the result of autonomous (individual satisfaction) or controlled (related to the belief that the organization will reward them) motivations. On the other hand, Schwartz's (1977) Norm Activation Model emphasizes that the actions revealed by environmental awareness result from the activation of individual values that reveal a sense of moral obligation to implement or avoid certain activations. Finally, within the framework of Social Identity Theory (Tajfel, 1978), employees may exhibit green behaviours to identify themselves with the social communities (organizations) that create a positive image and respect to increase their self-esteem.

Today, it is seen that the proportion of consumers who shop with environmental awareness is increasing due to the reasons for GEB's exhibition, consumer pressure, increasing corporate social responsibility with various legal regulations and the increasing prevalence of the understanding of an environmentally sensitive society. For this reason, one of the reasons why green behaviour is widespread in organizations is that the consumer displays purchasing behaviour with environmental awareness (Çavuşoğlu, 2019; Sönmez, 2020: 1110). Another reason is the government's environmental regulations and regulations. Due to the obligation to comply with these regulations, organizations include these practices in their employees' job descriptions (Çetin, 2011: 21). Examples of these legal regulations in Turkey are Hazardous Waste Control Regulation, Water Pollution Regulation, Environmental Impact Assessment (EIA) Regulation, Solid Waste Control Regulation and Air Quality Control Regulation (Sönmez, 2020: 1110). Another reason for exhibiting GEB is corporate social responsibility. While organizations deliver their goods and services to consumers, they also engage in corporate social responsibility activities for the environment (Değirmenci, 2021; Sönmez, 2020: 1111). Examples are organisations' environmental social responsibility projects (tree planting, etc.).

Compulsory citizenship behaviour (CCB)

Compulsory citizenship behaviour (CCB), which is not based on voluntarism and is exhibited within the framework of coercive and oppressive elements, is defined as the dark side of organizational citizenship behaviour (OCB) (Vigoda-Gadot, 2006). These behaviours can be caused by managers' verbal or behavioural pressure on employees for duties outside the job description and excessive workload (Şeşen & Soran, 2013). After a while, these behaviours create a perception by the organization as if they are included in the employee's job description (Vigoda-Gadot, 2007). Apart from this, the fact

that employees undertake duties outside the job description to avoid various criminal situations, such as dismissal, can be an example of these behaviours (Alkan & Turgut, 2015). Of course, behaviour outside of every job description is not CCB. Although it is outside the job description, situations such as helping other colleagues voluntarily and reducing their workload are not included in the scope of CCB (Şeşen & Soran, 2013).

Research method

The study's main question is, "Can CGEB be evaluated within the scope of CCB?". In this direction, his study reveals the conceptual and theoretical relationship between CGEB and CCB. In this context, a comprehensive literature review was conducted between 21/06/2023 and 21/07/2023 to examine this relationship and evaluate the results.

Discussing the findings about the relationship between CGEB and CCB

GEB is associated with OCB in studies that are only voluntarily exhibited in the literature (Tian et al., 2019: 3; Zhang, Lou, Zhang & Zhao, 2019: 5). However, GEB is not only limited to voluntary behaviours but can also be exhibited out of necessity, that is, as a result of external pressure (Campbell & Wiernik, 2015; Wiernik, Dilchert & Ones, 2016). Because, as a requirement of a more environmentally sensitive management approach, a compelling environmentalist behaviour expectation may occur to use business resources efficiently. The employee can also consider this compulsory behaviour part of the job description (Turgut & Çinko, 2017: 205).

CGEB is the green behaviour exhibited by an employee within the scope of his duties and responsibilities (Bissing-Olson et al., 2013: 157). The literature also expresses these behaviours as in-role or necessary behaviours (Pehlivanlı, 2023: 438). These behaviours are requested from employees towards the active use of natural resources in the world and protection of the environment and that provide benefits for environmental sustainability (Kerse et al., 2021: 1578). Norton et al. (2015) evaluate employees' green behaviours under two headings: voluntary and compulsory. This classification defines voluntary green behaviours as extra-role green behaviours employees exhibit outside the organization's expectations. In contrast, compulsory green behaviour is expressed as environmental behaviours that employees have to exhibit within the scope of their job description. Compulsory green behaviours are more related to the legal policies and procedures of the organization. Examples are the legal regulations regarding waste or hazardous materials and the organisation's expectations from the employee within the framework of these regulations (Dumont et al., 2016: 1338).

In a study conducted by Carrico and Riemer (2011) evaluating compulsory green behaviour from another perspective, it was determined that employees behave more environmentally friendly at home than in the organization because there is no financial benefit for environmental behaviour. While they exhibit more environmentally friendly behaviours (turning off unnecessary lights, not leaving the water on longer than necessary, etc.) due to cost items, they do not have such a requirement in their workplaces. In addition, they tend to recycle more things at home compared to the workplace (McDonald, 2011). Similarly, in a study by Nindyati (2014) examining green behaviour at home and work, it was determined that the participants exhibited more green behaviour at home compared to the workplace because green behaviours at home were more optional and simpler and did not cause conflict of interest.

With the participation of mid-level managers, Cantor et al. (2012) concluded that reward practices lead employees to environmental behaviour, which can be used as a motivation factor. Similarly, a study conducted by Araujo (2014) determined that employees showed environmentalist behaviour to get promoted by increasing their positive image in the workplace. In this framework, incentives can be applied to encourage environmentally friendly behaviours within the organization (Klein & Huffman, 2013: 5). On the other hand, employees who think that they will face negative situations (punishment, dismissal, etc.) when they exhibit non-environmental behaviours may also exhibit green behaviours because they have to (Araujo, 2014; Norton et al., 2015).

Although CGEB and CCB have not been associated before in the literature, compulsory green behaviours can be considered as the dark side of environmental behaviours, just like CCB, which is the dark side of OCB (Pehlivanlı, 2023:438-439). This relationship can be explained by Social Change Theory (Blau, 1964), Leader-Member Interaction Theory (Dansereau, Graen & Haga, 1975), Equity Theory (Adams, 1965), Reciprocity Norm (Gouldner, 1960) and Forced Persuasion Theory (Schein, 1961), which are used to create the theoretical infrastructure of CCB.

When evaluated from the perspective of Social Change Theory (Blau, 1964), employees' thinking that obligatory green behaviours will provide a return for the organization will increase their intention to

exhibit these behaviours. Similar to this exchange relationship, it is seen that it is also included when explaining the theoretical infrastructure of green organizational behaviours (Cropanzano & Mitchell, 2005). In a study by Paille and Mejia-Morelos (2014), in which the green behaviours of the employees were examined within the framework of this theory, it was concluded that the employees, with the support of the organization, can exhibit green behaviours and make extra efforts, for this. In contrast, the employees with little or no environmental awareness do these behaviours only out of necessity, so the expected effect on their performance cannot be seen.

When the Norm of Reciprocity (Gouldner, 1960) and The Theory of Equality (Adams, 1965) are analysed within the framework of an exchange relationship similar to the Theory of Social Exchange (Blau, 1964), it can be stated that if the employee does not receive a similar response from the organization in return for employee's green behaviours, the employee may have negative behaviours towards the environment or exhibit these behaviours necessarily.

If it is evaluated within the scope of the Leader-Member Interaction Theory expressed as the Vertical Bilateral Connection Model (Dansereau et al., 1975), it can be thought that organizational managers may be an important factor in displaying green behaviours, and besides this negative relationship may cause negative behaviours against the environment or exhibiting green behaviours as obligatory.

Schein's (1961) Coercive Persuasion Theory reveals the theoretical basis of CCB. The theory expresses that when management is abused (abuse), extra-role behaviours can become coercive and exploitative against the employees' will (Tepper, Hoobler, Duffy & Ensley, 2004). As a result, employees will have to exhibit these behaviours reluctantly in response to this compelling demand (Vigoda-Gadot, 2006). When the CGEB are evaluated in this context, the imposition of a management approach that abuses power and authority and puts pressure on the employee by taking advantage of this attitude of an employee who is afraid to say "no" to his manager (Abdulla, 2019: 46) may cause that employee to exhibit these behaviours compulsorily.

Conclusion and suggestions

As a result of conceptual and theoretical research, it has been revealed that CCB is theoretically similar to CGEB in many aspects. In this context, it can be stated that just as voluntary GEB can be evaluated within the scope of OCB, there may also be CGEB outside of the behaviours performed due to various legal regulations and regulations. These behaviours can be associated with CCB.

Both governments and international organizations are trying to improve their official regulations and environmental cooperation with various policies and regulations. In this direction, organizations have a great responsibility. In this respect, it is important that the green management approach becomes widespread in organizations and that the management and employees adopt a green culture.

For employees to adopt green behaviours and remove them from being necessary, it is necessary to encourage them with various motivational elements and organize training to raise environmental awareness among employees.

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