RELATIONSHIP OF GREEN PSYCHOLOGICAL CLIMATE AND GREEN ORGANIZATIONAL BEHAVIOR: THE CASE OF HOTEL BUSINESSES

Yeşil Psikolojik İklim ve Yeşil Örgütsel Davranış İlişkisi: Otel İşletmeleri Örneği

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ABSTRACT

As a result of increasing negativities in environmental issues, interest in green practices has increased. This interest is not limited to the application only. At the same time, green practices have become the focus of academic studies. This research aims to examine the effect of green psychological climate perception on the green organizational behavior of employees in hotel businesses. The quantitative research method was adopted as part of the research aim. The study universe consists of workers in hotel businesses in Antalya. The research sample comprises employees of 5-star hotel businesses in Antalya. The questionnaire form was applied with the judgmental sampling technique. Data was collected between August 1 and September 1, 2022. Between these dates, a total of 400 questionnaires were reached. However, the search analysis was carried out using 370 questionnaires. Following the study, the green psychological climate significantly impacted green organizational behavior and sub-dimensions. Green psychological climate and green organizational behavior do not differ significantly in terms of gender variable. Green organizational behavior is affected considerably in terms of marital status, age, education level, work time, and department variables.

ÖZ

Çevresel konularda artan olumsuzluklar sonucunda yeşil uygulamalara yönelik ilgi artmıştır. Bu ilgi sadece uygulama ile sınırlı kalmamıştır. Aynı zamanda akademik anlamda yapılan çalışmalarda da yeşil uygulamalar odak noktası haline gelmiştir. Bu araştırmanın amacı otel işletmelerindeki yeşil psikolojik iklim algısının işgörenlerin yeşil örgütsel davranışı üzerindeki etkisini incelemektir. Araştırmanın amacı kapsamında nicel araştırma yöntemi benimsenmiştir. Araştırmanın evrenini Antalya'daki otel işletmelerindeki işgörenler oluşturmaktadır. Araştırmanın örneklemini ise Antalya'daki 5 yıldızlı otel işletmelerindeki işgörenler oluşturmaktadır. Anket formu yargısal örnekleme tekniğiyle uygulanmıştır. Veri toplama 1 Ağustos- 1 Eylül 2022 tarihleri arasında gerçekleştirilmiştir. Bu tarihler arasında toplam 400 anket formuna ulaşılmıştır. Fakat araştırma analizi 370 anket formu ile yapılmıştır. Gerçekleştirilen analizler sonucunda yeşil psikolojik iklimin yeşil örgütsel davranışı ve alt boyutlarını anlamlı bir şekilde etkilediği belirlenmiştir. Cinsiyet değişkeni açısından yeşil psikolojik iklim ve yeşil örgütsel davranış anlamlı bir şekilde farklılaşmamaktadır. Medeni durum, yaş, eğitim düzeyi, çalışma süresi ve departmanı açısından yeşil örgütsel davranış anlamlı bir şekilde farklılaşmaktadır.

1. Introduction

Because of the increase in negative behavior towards the natural environment, resource sustainability faces a threat. As a result, people are aware of their responsibilities as consumers. It results in an awareness of the environment (Saeed et al., 2019, p. 424). Awareness of the environment is an unsatisfactory achievement. Sustainable resources are necessary for regulations and legal practices (Al-Ghazali & Afşar, 2021, p. 537). Businesses should also take part in resource maintenance activities. As a result, they reduce their environmental harm and make more positive use of resources. Moreover, companies strengthen their brand image and become privileged in the sector (Tang et al., 2018, p. 32). For those gains to be made by companies, employee behaviors should be similar.

For this reason, businesses are in search of improving the environmental attitudes of their employees (Yuriev et al., 2018, p. 379). The development of green employee behaviors is essential. Because green employee behavior in different ways is accepted as a criterion for the success of corporate green management practices (Lülfs & Hahn, 2013, p. 84). One of the green business management practices is green people management. Green human resource management facilitates green employee behavior (Cherian & Jacob, 2012, p. 25). Employees' environmental awareness is achieved in a short time through green human resource management (Cincera & Krajhanzl, 2013, p. 117). Employees consistently review human resources practices. Thus, they can obtain information about the organizational climate (Nishii et al., 2008, p. 504). This situation allows employees to reflect on businesses' green psychological climate. The green psychological climate is the main factor influencing the green behavior of employees (Khan et al., 2019, p. 2). A green psychological climate has a positive effect on employee perceptions. This contributes to the green behaviors of the employees (Norton et al., 2017, p. 997) because the organizational climate motivates the employees to practice green behavior (Kataria et al., 2019, p. 1058).

Efforts are also underway in hotel businesses for employees to exhibit green behavior. The hospitality industry causes an increase in carbon footprint (Lenzen et al., 2018, p. 523), causing an increase in carbon dioxide and greenhouse gas emissions (Zhang & Gao, 2016, p. 226). In this situation, the accommodation sector operates energy-intensively and uses significant resources due to its operational characteristics (Farooq et al., 2022, p. 825). For this reason, it is essential to create a green psychological climate in hotel businesses. Similarly, employees need to support the practices of hotel businesses by exhibiting green organizational behavior. Various studies have been conducted in the hospitality sector investigating the relationship between the green psychological climate and the green behavior of employees. In these studies, it was concluded that the green psychological climate in hotel businesses has a positive effect on the green behavior of employees (Chou, 2014; Bhutto et al., 2021; Naz et al., 2021; Zientara & Zamojska, 2018. In the Turkish literature, both in the field of hotel businesses (Özalp et al. Erbaşı, 2021) and studies on green psychological climate in other areas are pretty limited (Çoşkun, 2022; Koçak & Baş, 2022. In this context, the primary purpose of the research is to examine the effect of green psychological climate perception in hotel businesses on the green organizational behavior of employees. For the research, literature on green psychological climate and green organizational behavior has been presented. Then, the hypotheses were tested by analyzing the data obtained from the employees of the 5-star hotel business in Antalya.

2. Literature Review

2.1. Green Psychological Climate

Organizational climate is the sum of employee perceptions of accepted practices and principles within the organization (Beermann, 2011, p. 837). Organizational climate influences employee behaviors and thoughts (Li et al., 2011, p. 1826). Employees also have an impact on the organizational climate. Employees should demonstrate a similar attitude in shaping the organizational climate. In other words, employees should embrace the social and economic goals, policies, and considerations that the organization has defined as its mission and vision (Norton et al., 2014, p. 50). The green psychological climate was developed as an expansion of the organizational climate. A green psychological climate is the climate of organizations that offer sustainable management and practices in an environmentally responsible manner (Chou, 2014, p. 437). The green psychological climate is the perception of organizations for the policies put in place to support sustainability in environmental issues (Norton et al., 2017, p. 996).

Employees must interact socially to make these reflections a reality (Cherian & Jacob, 2012, p. 25). Social interaction refers to accepting organizational practice and understanding employee problems. This ensures an effective organizational environment for employee behavior. The reason for employee social interaction is the willingness to evaluate work culture and share it with others before developing an organizational behavior model (James et al., 2008, p. 6). On the access request, the employee wants to know whether others accept. For instance, employees who think the company cares about the environment can feel the green psychological climate and see themselves as responsible. However, they create social interactions with other workers to validate this idea. Green human resource management activities are crucial for successful social interactions (Dumont et al., 2017, p. 614). These activities contribute positively to the environment (Kramar, 2014, p. 1070). Businesses share their concerns about environmental issues and the responsibilities they want to assume for their employees concerning the management and environmentally sound practices of human resources (Renwick et al., 2013, p. 2).

2.2. Green Organizational Behavior

Green behavior is to reduce negative environmental consequences by acting according to a pro-environmental attitude (Steg & Vlek, 2009, p. 310). Green organizational behavior, on the other hand, is the adaptation of the understanding of green behavior to organizational behavior (Ones & Dilchert, 2012, p. 445). Green organizational behavior is the conscious behavior of employees to show environmental sensitivity during work (Tahir et al., 2020, p. 2). This form of behavior is entirely optional. Unless businesses create a reward system, it does not provide individual benefits to the employee. The employee protects the natural environment and resources (Robertson & Barling, 2017, p. 58). In addition, it allows the employee to put forward different ideas about green practices (Dubois & Dubois, 2012, p. 800).

Green organizational behavior includes forms of behavior that will contribute to the sustainability of resources. These are expressed as saving and preventing waste, avoiding resources unless necessary, warning colleagues, and saving time and resources by increasing the use of technology (Norton et al., 2014; Robertson & Barling, 2017). In addition, choosing and using green products in the business resource purchasing process is a green organizational behavior. These behavior patterns result in positive contributions such as increasing the employee's knowledge level on environmental issues, developing different green practices for the business, recycling the used resources, or not using the resources that are harmful to the environment (Graves et al., 2013, p. 82).

Within the scope of this research, green organizational behavior is explained with the dimensions of environmental sensitivity, environmental participation, technological sensitivity, buying green products, and economic sensitivity. These dimensions (Erbaşı, 2019):

- *Environmental sensitivity:* Take care not to use resources like electricity, water, and energy unless you need them. It includes behaviors such as choosing recyclable materials and storing them for recycling after use.
- *Environmental participation:* It is the behavior of employees to prefer companies with ecological consciousness and ecological practices in their workplace selection.
- *Technological sensitivity:* It is the technical tools used in the business only during work time, closes them when there is no need for work, and prefers the technological tools that can be used more than once.
- *Green product buying:* The selection of environmentally friendly products in purchasing the products the company will use to provide services.
- *Economic sensitivity:* Prefers natural resources such as sunlight in the work environment, exhibiting behaviors such as public transit, cycling, or walking in transportation.

2.3. Development of Hypotheses

Based on the theory of planned behavior, one factor that is effective in shaping human behavior is normative beliefs. Normative beliefs influence people toward behavioral achievement. Normative ideas can also come from a social community around the person or organizational climate in the work environment (Ajzen, 1991, p. 180). On the other hand, the person-environment fit theory says that human behavior should be compatible

with its environment. In other words, people's behaviors should be by the organizational climate and values (Xiao et al., 2020, p. 2). The psychological climate is the factor that affects people's behavior (Das et al., 2019). It is also stated in previous studies that the green psychological climate affects the green organizational behaviors of employees (Tahir et al., 2020, Biswas et al., 2022, Tian et al., 2020; Zientara & Zamojska, 2018; Çoşkun, 2022; Koçak & Baş, 2022). Özalp and Erbaş (2021), on the other hand, concluded that green organizational behavior differs significantly according to gender and department variables, and there is no significant difference according to age, working time, and education variables. However, as education, age, and working hours increase awareness increases. The same study found that the perception of a green psychological climate did not differ significantly based on the gender variable.

Research hypotheses were formed according to the theoretical framework and the study findings in the literature. Hypotheses;

H1: The green psychological climate significantly affects green organizational behavior.

H1a: The green psychological climate significantly affects environmental sensitivity behavior.

H1b: The green psychological climate significantly affects environmental participation behavior.

H1c: The green psychological climate significantly affects technological sensitivity behavior.

H1d: The green psychological climate significantly affects green product buying behavior.

H1e: The green psychological climate significantly affects economic sensitivity behavior.

H2: Employees' perception of the green psychological climate does not differ significantly based on the gender variable.

H3: Green organizational behavior differs significantly depending on the gender variable.

H4: Green organizational behavior differs significantly depending on the marital status variable.

H5: Green organizational behavior differs significantly depending on the age variable.

H6: Green organizational behavior differs significantly depending on the education variable.

H7: Green organizational behavior differs significantly depending on the variable of working time.

H8: Green organizational behavior differs significantly depending on the department variable.
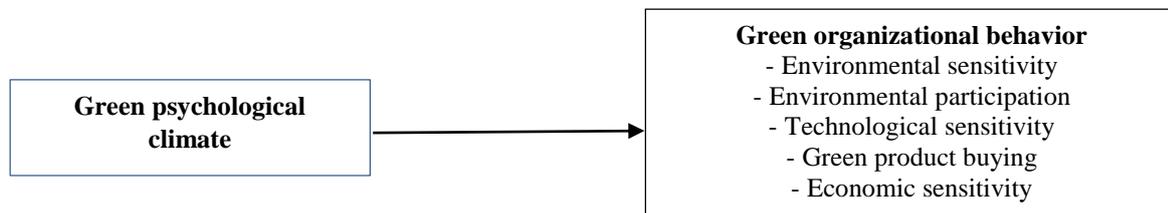

Figure 1. Research model

3. Method

The primary purpose of this research is to examine the effect of a green psychological climate on the green organizational behavior of employees. In this context, the quantitative research method was adopted to determine the relationship and effect levels between the variables. A questionnaire technique was used to collect data. The research universe consists of hotel establishments in Antalya, but sampling was carried out since it is impossible to reach all employees in terms of time and money. The research sample consists of the employees of 5-star hotels in Antalya. Research data were obtained through a questionnaire form. The data were collected face-to-face using the judgmental sampling method. Judgmental sampling was preferred to be able to questionnaire the individuals who are the subject of the study. In this context, judgmental sampling was preferred. In judgmental sampling, the research is carried out with the participants who are considered to be suitable for the purpose of the research (Gürbüz and Şahin, 2018). Data collection was carried out between 1 August and 1 September 2022. Four hundred questionnaires were reached between these dates, but the research analysis was made with 370 questionnaires. Child (2006), Tabachnick & Fidell (2001) state that reaching five times the number of statements is appropriate for sample adequacy. According to Tavşancıl (2002), reaching sampling five times or ten times the number of expressions is appropriate for sample adequacy. There are 32 statements in this research. In both 32*5 and 32*10 calculations, reaching 370 participants is sufficient for sampling and analysis.

SPSS 22 statistical program was used in the analysis of the data. Frequency analysis was applied to determine

the demographic characteristics of the participants. Explanatory factor analysis was performed to assess the validity of the scales, and correlation analysis was performed to explain the relationship between variables. Regression analysis was applied to determine the effect of green psychological climate perception on employees' green organizational behavior. In addition, an independent t-test and one-way anova test were performed to determine whether green organizational behavior differs significantly in demographic variables. There are three parts to the questionnaire used in the research. The first section consists of six demographic issues. In the second part, the Green Psychological Climate scale developed by Norton et al. (2014) was used to measure the perception of green psychological climate. This scale has been adjusted to Turkish by Erbaşı (2021). In the third part of the questionnaire, the Green Organizational Behavior scale developed by Erbaşı (2019) was used to measure the green organizational behaviors of the employees. The two scales consist of a five-point Likert scale. Approval was obtained from the Scientific Research and Publication Ethics Committee of Isparta University of Applied Sciences to conduct the research, with decision number 100 dated 18.04.2022.

3.1. Demographic Characteristics of Participants

The demographic characteristics of the participants are shown in Table 1. 61.1% (226 people) of the participants are male, 61.9% (229 people) are between the ages of 18-25, 88.9% (329 people) are single, 39.5% (146 people) at undergraduate education level, 35.7% (132 people) have 4-6 years of work experience, and 62.2% (230 people) work in the service-food-beverage department. The demographic features of the participants, such as gender, working time in the sector, and educational status, are consistent with the study of Demir and Öztürk (2019). The demographic features of the participants, marital status and worked department are in line with the study of Tür and Demir (2022).

Table 1. Demographic characteristics of the participants

Gender	Frequency (N)	Ratio (%)
Male	226	61,1
Female	144	38,9
Total	370	100
Age		
18-25	229	61,9
26-29	88	23,8
30-34	16	4,3
35-39	10	2,7
40 and over	27	7,3
Total	370	100
Marital status		
Single	329	88,9
Married	41	11,1
Total	370	100
Education status		
Primary education	6	1,6
High school	105	28,4
Associate degree	86	23,2
Undergraduate	146	39,5
Postgraduate	27	7,3
Total	370	100
Working Time in the Sector		
Less than 1 Year	44	9,2
1-3 years	100	27
4-6 years	132	35,7
7-9 years	58	15,7
10 and above	46	12,4
Total	370	100
Worked department		
Service-food-beverage	230	62,2
Front office	55	14,9
Housekeeping	64	17,3
Other	21	5,7
Total	370	100

4. Findings

This section presents the results of the explanatory factor analysis applied to the scales used in the research. Then, the results of the correlation analysis performed to determine the relationships between the variables are presented. The hypotheses are tested with the regression analysis results applied to determine the effect level between the variables. Finally, the results of the independent t-test and one-way anova test used for demographic variables are included.

4.1. Reliability and Validity Analysis of Scales

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were applied to demonstrate the suitability of conducting an explanatory factor analysis on the Green Psychological Climate Scale dataset. It was determined that the KMO value on the scale was 0.773 and that the Bartlett sphericity test (p=0.000) was significant. Following the factor analysis, an statement in the ranking was removed from the scale because its factor load value was below 0.500. This value was used in the research as the lowest acceptable value in the exploratory factor analysis (Hair et al., 2010). The other four statements were distributed under one factor, and the variance ratio (AVO) explained by these terms was 73%. These factors are called "Green Psychological Climatic Perception," as expressed in a study by Erbaşı (2021). The overall reliability ratio of the scale (global α) is 0.871. Table 2 shows the result of the analysis of the explanatory factors for the Green Psychological Climate Scale.

Table 2. Green psychological climate scale factor analysis results

Factor 1- Green Psychological Climatic Perception	Factor Load	Measurement Values
Our business is concerned with being more environmentally friendly.	,939	Eigenvalue=2,922
Our business believes it is important to protect the environment.	,928	AVO (%) = 73,03
Our business is interested in supporting environmental events.	,801	α=,871
Our business wants to be seen as environmentally friendly	,732	
General α=,871; KMO=0,773; Barttlett's Test=949,339; AVO=73,03		

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were applied to demonstrate the suitability of conducting an explanatory factor analysis on the Green Organizational Behavior Scale dataset. It was determined that the KMO value on the scale was 0.878 and that the Bartlett sphericity test (p=0.000) was significant. Following the factor analysis, certain statements in the ranking were removed from the scale because their factor load value was below 0.500. The other 19 statements were distributed under five factors, and the variance ratio (AVO) explained by these factors was 64%. These factors are called "Environmental Sensitivity, Environmental Involvement, Economic Sensitivity, Green Product Buying, and Technological Sensitivity," as expressed in a study by Erbaşı (2019). The overall reliability ratio of the scale (global α) is 0.920. Table 3 shows the result of the analysis of the explanatory factors for the Green Organizational Behavior Scale.

In the environmental sensitivity factor, employees are sensitive to green practices. For example, they exhibit behaviors such as turning off the electricity and water that are burning unnecessarily, paying attention to recycling, and reporting something that has deteriorated to their managers. In the environmental participation factor, the employees make various suggestions to their colleagues and managers about green practices. Employees with economic sensitivity pay attention to the use of the equipment and try to get the maximum benefit from the use of equipment. In green product buying, employees pay attention to the environmental friendliness of the products they use. In technological sensitivity, employees only use and turn off technological products if they have to.

Table 3. Green organizational behavior scale factor analysis results

	Factor Load	Measurement Values
Factor 1- Environmental Sensitivity		
When I see something broken at work, I report it to the authorities.	,817	Eigenvalue=7,825
I throw non-recyclable materials into waste bins at work	,770	AVO (%) = 39,12
I throw recyclable materials in the recycling bin at work.	,716	α=,844
If I need to make a small note at work, I prefer small paper such as notepads or scrap papers to large paper.	,641	
When I see an unnecessary burning light bulb at work, I immediately turn it off.	,575	
Factor 2- Environmental Participation		Eigenvalue=1,580
I encourage my colleagues to engage in environmentally friendly behavior	,771	AVO (%) = 7,90
If I see a person exhibiting an unfriendly behavior at work, I will warn you immediately.	,738	α=,832
I comply with environmental rules at work	,702	
I participate in environmentally friendly activities at work	,659	
Factor 3- Economic Sensitivity		Eigenvalue= 1,297
I take care not to open or open the windows while the heat systems are working in the workplace.	,758	AVO (%)= 6,487
I do not consume water with a plastic bottle at work.	,635	α=,816
I use public transport/workshop services/bike to commute	,606	
If possible, I use double-sided paper when printing or copying at work.	,595	
I benefit from daylight during working hours	,592	
Factor 4- Green Product Buying		Eigenvalue= 1,116
I pay attention to the expiry date of consumer products used in the workplace.	,711	AVO (%)= 5,578
I prefer environmentally friendly products in the selection of operating materials.	,666	α=,681
I prefer products that can be used all the time.	,529	
Factor 5- Technological Sensitivity		Eigenvalue= 1,116
Printer, fax, etc., unless it is mandatory in the workplace. I do not use.	,864	AVO (%)= 5,578
I turn off or unplug the technological devices at work when I am not using them.	,528	α=,671
General α=,920; KMO=0,878; Barttlett's Testi=3580,014; AVO=64,44		

4.2. Correlation Analysis Results

Correlation analysis was conducted to determine the degree of relationship between the green psychological climate and green organizational behavior. Table 4 shows the results of the correlation analysis.

Table 4. Correlation analysis results

Variables	1	2	3	4	5	6
1- Green Psychological Climate	1					
2- Environmental Sensitivity	,298**	1				
3- Environmental Participation	,288**	,562**	1			
4- Economic Sensitivity	,286**	,621**	,645**	1		
5- Green Product Buying	,273**	,460**	,596**	,606**	1	
6- Technological Sensitivity	,321**	,521**	,554**	,556**	,629**	1
*p<0.05 **p<0.01						

When the correlation coefficients are between 0 and 0.3, there is a weak relation between the variables. The

relationship between variables is moderate, with correlation coefficients between 0.3 and 0.7 (Gürbüz and Şahin, 2018). As a result of the correlation analysis, green psychological climate and environmental sensitivity ($r=0.298$, $p<0.01$), environmental involvement ($r=0.288$, $p<0.01$), economic sensitivity ($r=0.286$, $p<0.01$), green product buying ($r= 0.273$, $p<0.01$), a positive, significant and weak relationship was determined. A positive, meaningful, and moderate relationship exists between the green psychological climate and technological sensitivity ($r=0.321$, $p<0.01$). Based on these findings, the perception of a green psychological climate leads employees to focus more on technological sensitivities. In general, we can say that as the perception of the green psychological climate increases, the employees' green organizational behavior also increases.

4.3. Regression Analysis and Hypothesis Test Results

Regression analysis was conducted to determine whether the green psychological climate affects the employees' green organizational behaviors. Regression analysis was applied to address the relationships between a single dependent and independent variable. Therefore, the effects of the green psychological climate independent variable on the dependent variables were examined separately. Table 5 shows the results of the regression analysis.

Table 5. Regression analysis results

Variables	Non-standardized coefficients		Standardized coefficients	t	p
	B	St. Error	β		
Constant	2.888	,145		19.943	,000
Green Psychological Climate	,272	,037	,356	7.298	,000
Dependent variable: Green Organizational Behavior, R=,356; R²=,126; Adjusted R²=,124; F=53,257; p<,001					
Constant	3,172	,176		17,990	,000
Green psychological climate	,271	,045	,298	5,981	,000
Dependent variable: Environmental Sensitivity, R= ,298; R²= ,089; Adjusted R²=,086; F= 35,777; p<,001					
Constant	2,806	,183		15,340	,000
Green psychological climate	,272	,047	,288	5,776	,000
Dependent variable: Environmental Participation, R= ,288; R²= ,083; Adjusted R²=,081; F= 33,360; p<,001					
Constant	2,746	,182		15,053	,000
Green psychological climate	,270	,047	,288	5,759	,000
Dependent variable: Economic Sensitivity, R= ,288; R²= ,083; Adjusted R²=,080; F= 33,166; p<,001					
Constant	2,952	,177		16,709	,000
Green psychological climate	,248	,045	,273	5,447	,000
Dependent variable: Green Product Buying, R= ,273; R²= ,075; Adjusted R²=,072; F= 29,673; p<,001					
Constant	2,404	,200		11,902	,000
Green psychological climate	,338	,052		6,507	,000
Dependent variable: Technological Sensitivity, R= ,321; R²= ,103; Adjusted R²=,101; F= 42,343; p<,001					

The results from the regression analysis are presented in Table 5. The results show that a green psychological climate positively and significantly impacts green organizational behavior. Moreover, a green psychological climate positively and significantly impacts environmental sensitivity, environmental participation, economic sensitivity, purchasing green products, and technological sensitivity behaviors. Based on these results, hypotheses H1, H1a, H1b, H1c, H1d and H1e were accepted.

An Independent t-test was applied to determine whether the green organizational behaviors of the employees in terms of gender and marital status variables and the perception of green psychological climate in terms of gender variable differ significantly. The skewness (-.672) and kurtosis (.479) values of the green psychological climate scale were determined. Similarly, skewness (-.371) and kurtosis (-.501) values of the green organizational behavior scale were determined.

Table 6. Independent t-test results

Factors	Variable	n	Mean	Std. deviation	t	df	P
Green organizational behavior	Male	226	3,91	,759	,224	277,71	,697
	Female	144	3,71	,672			
Green organizational behavior	Single	329	3,88	,709	2,472	368	,014
	Married	41	4,16	,700			
Green psychological climate	Male	226	3,88	,840	-1,529	258,89	,127
	Female	144	3,67	,937			

According to the independent t-test results, there is no significant difference between male (3.88) and female (3.67) employees in terms of green psychological climate perception (p=.127). There is no significant difference between male (3.91) and female (3.71) employees in terms of green organizational behavior (p=.697). There is a significant difference between single (3.88) and married (4.16) employees in terms of green organizational behavior (p=.014). The average green organizational behavior of married employees is higher than that of single employees. The absence of a significant difference in the perception of green psychological climate regarding gender variables prevents a significant differentiation in green organizational behavior. According to these results, H2 and H4 hypotheses were accepted. The H3 hypothesis was not accepted.

A one-way anova test was applied to determine whether green organizational behavior differs significantly in terms of educational status, age, working time, and department variables. Tukey test results were used to determine the differences. First, the age variable was examined. Green organizational behavior differs significantly according to the age of the employees. The green organizational behavior average of the employees aged 40 and over (4.53), aged 35-39 (4.42), and 26-29 years old (4.14) is the average of the employees aged 18-25. higher than the mean (3.74). In addition, the green organizational behavior average of the employees in the 40 and over age group (4.53) is higher than the average of the 30-34 age group (3.69). With these results, the H5 hypothesis was accepted.

Table 7. Age variable one-way anova test results

Factor	Age	Mean	Std. deviation	F	P
Green organizational behavior	18-25	3,74	,703	14,461	,000
	26-29	4,14	,656		
	30-34	3,69	,424		
	35-39	4,42	,545		
	40 and over	4,53	,359		

Green organizational behavior differs considerably by employee education level. The green organizational behavior average of employees at postgraduate education level (4.54), undergraduate (3.94), associate degree (3.72), high school (3.88), and primary education (3.88) is higher than the average of the employees with education levels (3.60). With this finding, the H6 hypothesis was accepted.

Table 8. Education variable one-way anova test results

Factor	Education	Mean	Std. deviation	F	P
Green organizational behavior	Primary education	3,60	,720	7,802	,000
	High school	3,88	,840		
	Associate degree	3,72	,646		
	Undergraduate	3,94	,612		
	Postgraduate	4,54	,381		

Green organizational behavior differs significantly according to the working hours of the employees. The average of the employees with a working period of 7-9 years (4.16) is higher than the average of employees with a working period of 1-3 years (3.76). With this result, the H7 hypothesis was accepted.

Table 9. Working time variable one-way anova test results

Factor	Working Time	Mean	Std. deviation	F	P
Green organizational behavior	Less than 1 Year	3,92	,849	3,437	,009
	1-3 years	3,76	,730		
	4-6 years	3,87	,682		
	7-9 years	4,16	,580		
	10 and above	4,02	,678		

Green organizational behavior differs significantly according to the working departments of the employees. The average of the employees working in the front office (4.18), housekeeping (4.07), and service-food-beverage (3.86) departments are higher than the average of the employees in the other department group (3,21). In addition, the average of the employees in the front office department (4.18) is higher than the average of the employees in the service-food-beverage department (3.86). With this result, the H8 hypothesis was accepted. Hypothesis test results are shown in Table 10.

Table 10. Department variable one-way anova test results

Factor	Department	Mean	Std. deviation	F	P
Green organizational behavior	Service-food-beverage	3,86	,702	12,040	,000
	Front office	4,18	,620		
	Housekeeping	4,07	,689		
	Other	3,21	,442		

Table 11. Hypothesis results

Hypotheses	Result
H1: The green psychological climate significantly affects green organizational behavior.	Accepted
H1a: The green psychological climate significantly affects environmental sensitivity behavior.	Accepted
H1b: The green psychological climate significantly affects environmental participation behavior.	Accepted
H1c: The green psychological climate significantly affects technological sensitivity behavior.	Accepted
H1d: The green psychological climate significantly affects green product buying behavior.	Accepted
H1e: The green psychological climate significantly affects economic sensitivity behavior.	Accepted
H2: Employees' perception of the green psychological climate does not differ significantly based on the gender variable.	Accepted
H3: Green organizational behavior differs significantly depending on the gender variable.	Rejected
H4: Green organizational behavior differs significantly depending on the marital status variable.	Accepted
H5: Green organizational behavior differs significantly depending on the age variable.	Accepted
H6: Green organizational behavior differs significantly depending on the education variable.	Accepted
H7: Green organizational behavior differs significantly depending on the variable of working time.	Accepted
H8: Green organizational behavior differs significantly depending on the department variable.	Accepted

5. Conclusion

As a result of increasing negativities in environmental issues, interest in green practices has increased. This interest is not limited to the application only. At the same time, green practices have become the focus of academic studies. Studies on green practices, such as green organizational climate and green behaviors, have begun in different areas. The primary purpose of this research is to examine the effect of a green psychological climate on green organizational behaviors in hotel businesses. In addition, green organizational behavior was examined in terms of demographic variables. As a result of the analysis, it was concluded that the green psychological climate significantly affected the employees' green organizational behavior and sub-dimensions. The results of this study and previous studies appear to be similar. Koçak and Baş (2022) state that the green workplace climate affects the environmental behavior of the employees and draws attention to the need for managers to provide a green workplace climate. Sagbas et al. (2022) explain that green human resource management affects the business in terms of having a green workplace. With green human resources management, employees' green behavior is increasing. Özalp and Erbaşı (2021) found that the green

organizational climate positively impacts employees' environmental behaviors in their study on hotel companies. When a general evaluation is made, regardless of the sector, the green psychological climate of an enterprise positively affects the green organizational behavior of employees (Bhutto et al., 2021; Biswas et al., 2021; Chou, 2014; Dumont et al., 2016; Hicklenton et al., 2019; Naz et al., 2021; Norton et al., 2014; Norton et al., 2017; Zientara & Zamojska, 2018).

The green psychological climate has a high level of relationship, and the behavior it explains is the technological sensitivity of employees. This is because workers can take responsibility for their technologically sensitive behavior. For example, an employee may turn off a technological device they are not using, disconnect it or not use it unless they are in a critical situation. However, this is not the case with other green organizational behavior. Employees have some limited responsibilities for green purchasing and economic sensitivity. Employees are not responsible for purchasing green products in hotels. Employees also need to determine hotel heating systems by order of work and daylight. Employees have the primary responsibility for the use of technology. As a result, the relationship between the green psychological climate and technological sensitivity becomes more significant.

The green organizational behaviors of the employees were examined in terms of demographic variables. Green organizational behaviors of the employees differ significantly according to age, marital status, education level, working time, and department. In terms of gender variables, green organizational behavior does not differ significantly. Similarly, the perception of a green psychological climate does not differ significantly in gender. Özalp and Erbaşı (2021) state that green organizational behavior differs significantly according to departments. The same study concluded that the perception of green psychological climate did not differ substantially according to gender. The increase in the education level of the employees and the increase in their awareness of environmental issues are reflected in their behaviors.

Similarly, green organizational behaviors of an employee working in a business for a long time can develop within the business. In hotel businesses, it is typical for green employee behaviors to differ according to the department. Because the employees in the front office and housekeeping departments use technological devices more frequently and encounter defective and open systems, for this reason, it is understandable that the employees of these two departments have developed green organizational behaviors compared to the employees of the other departments. The difference in green organizational behaviors regarding age and marital status can be explained by understanding responsibility. As the age level of an individual increases, the value he attaches to events may increase, and there may be a difference in his perspective. One of these issues is green behavior. Similarly, married and single individuals' responsibilities and livelihood levels may differ. This can be reflected in behavior.

In line with the research results, some suggestions can be made for hotel businesses and managers. These recommendations are:

- Green human resources management should be established in hotel businesses. Because green human resources management is essential for successfully creating a green psychological climate. Otherwise, the green psychological climate perceptions of the employees may be harmful.
- Studies, training, and practices should be organized to increase employees' green competencies and green human resources management. Along with these, the level of interest of the employees towards green practices may increase, and their green organizational behaviors may develop.
- Hotel businesses need to set green policies, principles, and values. It is also necessary to actively transfer these to the employees.
- Employees should be convinced that businesses are concerned about environmental issues. There should not be the impression that environmental practices are concerned only with appearances. In such a case, the employees' trust in the business is lost, and their green organizational behavior may be negatively affected.
- It can be an encouraging practice for businesses to reward employees who exhibit green organizational behavior.
- It is necessary for businesses to organize green practices in the field activities and to ensure that employees participate in these practices. For example, it can be environmental cleaning in any beach area or planting trees.
- Businesses need to develop their relations with organizations related to environmental issues. In this

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way, collaborations can be increased.

- Businesses must have green certificates determined by institutions. Thus, a positive step is taken for the green psychological climate.

In addition, there are suggestions for researchers. In future research, organizational cultures and leadership styles may be considered in conjunction with the green psychological climate. Employees can be interviewed to identify factors affecting green organizational behaviors. It is possible to examine whether the green psychological climate contributes positively to the commitment and performance of the organization. It is possible to determine whether employees consider the green psychological climate when selecting their workplace. A green psychological climate may be included in the scope of the employer brand. Green psychological climate and green organizational behavior can be investigated with employee personality traits. There are main limitations of this study. First of all, this study is aimed at the employees of 5-star hotel management in the Antalya region. In future research, hotel businesses in different fields may be sought after for their employees. A quantitative approach was used in the study. It is possible to obtain detailed information using a qualitative approach in future research.

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Etik, Beyan ve Açıklamalar

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2. Bu çalışmanın yazar/yazarları, araştırma ve yayın etiği ilkelerine uyduklarını kabul etmektedir.

3. Bu çalışmanın yazar/yazarları kullanmış oldukları resim, şekil, fotoğraf ve benzeri belgelerin kullanımında tüm sorumlulukları kabul etmektedir.

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