Araştırma Makalesi

The Effect of Personality Traits on Green Organizational Behavior

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Abstract
In this study, it is aimed to examine the effect of employee personality traits on green organizational behavior. In this context, it has been determined which personality traits employees show more green organizational behavior. According to data obtained, it was determined that the participants have moderate green organizational behavior and moderate behavior in all sub-dimensions of green organizational behavior. In addition, it was determined that the participants have a moderate ability to openness to experience; have high-level agreeableness, conscientiousness, extraversion characteristics; and a moderate high-level of emotional stability. Regression findings from the study revealed that personality traits have a positive and statistically significant effect on the green organizational behavior of employees. When examining the effects of sub-dimensions of personality traits on green organizational behavior, it was determined that only one of the personality traits (emotional stability) had a statistically significant effect on green organizational behavior.
Keywords: Green organizational behavior, personality traits, sub-dimensions, organizational behavior, green behavior.
JEL Classification Codes: M10, M12, M14.

Kişilik Özelliklerinin Yeşil Örgütsel Davranış Üzerine Etkisi

Öz
Bu çalışmada, çalışanların kişilik özelliklerinin yeşil örgütsel davranış üzerindeki etkisinin incelenmesi amaçlanmıştır. Bu bağlamda hangi kişilik özelliklerine sahip çalışanların daha yeşil örgütsel davranış gösterdikleri belirlenmeye çalışılmıştır. Elde edilen verilere göre katılımcıların orta düzeyde yeşil örgütsel davranışa sahip oldukları ve yeşil örgütsel davranışın tüm alt boyutlarında orta düzeyde davranışlara sahip oldukları belirlenmiştir. Ayrıca katılımcıların orta düzeyde deneyime açıklık; yüksek düzeyde uyumluluk, vicdanlılık, dışa dönüklük; orta-yüksek düzeyde duygusal dengeye sahip oldukları belirlenmiştir. Araştırmadan elde edilen regresyon bulguları, kişilik özelliklerinin çalışanların yeşil örgütsel davranışları üzerinde olumlu ve istatistiksel açıdan anlamlı etkiye sahip olduğunu ortaya koymuştur. Kişilik özelliklerinin alt boyutlarının yeşil örgütsel davranış üzerindeki etkileri incelendiğinde, kişilik özelliklerinden yalnızca birinin (duygusal denge) yeşil örgütsel davranış üzerinde istatistiksel açıdan anlamlı etkisi olduğu belirlenmiştir.

Anahtar Kelimeler: Yeşil örgütsel davranış, kişilik özellikleri, alt boyutlar, örgütsel davranış, yeşil davranış
JEL Sınıflandırma Kodları: M10, M12, M14.

Atıfta bulunmak için / Cite this paper:
Erbaşı, A., Çalışkan, A. ve Akdeniz, G. (2022). The Effect of Personality Traits on Green Organizational Behavior. *Çankırı Karatekin Üniversitesi İİBF Dergisi*, 12 (2), 154-185. Doi: 10.18074/ckuiibfd.903230.

1. Introduction

Personality traits are an important concept that has been the subject of research in many fields such as psychology, based on many theoretical foundations and are fundamentally associated with attitudes and behaviors consisting of individual differences. The personality traits of individuals have attracted the attention of other fields of science, and the number of researches on this issue has increased rapidly, especially in recent years in the field of business science. Empirical findings that personality traits are an element that drives the behavior of the employees attract business and academics working in this field to improve employee performance. In addition, it is witnessed those businesses are resorting to strategies for environmental behavior in order to make a difference in the competitive environment that occurs during the globalization process as well as ensure a competitive advantage.

Personality traits and behaviors are intertwined concepts that sometimes form each other's cause or consequence. Each individual can have different personality traits. These differences can also cause the employee's behavior to differ. On the assumption that the personality traits of the employee can guide their behavior within the organization, the purposes of this research are to examine the effect of the personality traits of the employees on green organizational behavior, one of the most popular concepts of recent times In this study, a conceptual framework was established primarily on personality traits and the concept of green organizational behavior, and various hypotheses for the purposes were developed in this process. Then, information about the methodology of the research was given and the results were discussed by transferring the findings.

2. Conceptual Framework

2.1. Green Organizational Behavior

After the Second World War, when industrial production and consumption reached an irresistible rate, some results emerged such as industrialization, the destruction of natural habitats, and the increasing use of fossil fuels In order to minimize the threats that arise in this context, there have been some changes in the culture of rapid economic growth, urbanization, and consumption by creating new economic pressures; this change has emerged with the effect of green philosophy as the concept of the green economy (Asici and Sahin, 2012, p.22; Scully, 2013, p.8). Business policies together with the implementation of the concept of green economy redefined within the framework of basic insights such as environmental protection, less pollution, less waste production, more recycling, mobility, transportation systems, the use of renewable energy sources, and the safeness of products for the ecosystem (Yesil and Fidan, 2017, p.608; Ozkaya, 2010, p.249).

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The new concept, which is included in the literature as the green economy, has brought green concepts such as green work, green working/labor/workforce, green organization, and green behavior. However, the green concept is a concept that is difficult to conceptualize and measure. Because the perspective of the green concept can vary from person to person, or it can vary from society to society (Erbasi, 2019, p.4).

The theory that is most commonly applied in the literature to explain the concept of green behavior, which is included in the green concept and expresses an environmental approach to behaviors, is the "Norm Activation Model" which primarily sees it as a socially motivating element (Schwartz, 1977, p.225). In line with this model, a few basic works contribute to the disclosure of green behaviors such as moral norms, energy saving, recycling, travel mode selection, and green purchasing (Bamberg and Muser, 2007, p.15).

The green concept has been explored in various studies in areas such as life values (Vatansever, Lilic and Dinler, 2017), green marketing (Ustunay, 2008; Ozkaya, 2010; Celik, 2014), green human resource management (Tariq, Jan and Ahmad, 2014; Uslu and Kedikli, 2017), green supply chain (Cheng and Sheu, 2012), green economy (Ozsoy, 2011; Tutar, 2015; Ozcag and Hotunluoglu, 2015; Demirtas, 2017), green tourism (Tutar, 2015), green employment (Topal and Ozer, 2014; Reyhan and Duygu, 2015; Gersil and Kalfaoglu, 2018), green jobs (Gunaydin, 2015; Yesil and Fidan, 2017; Basol, 2018), sustainable/green initiatives (Basol, 2013; Chang and Chen, 2013; Keskin, 2015; Kapusuz and Cavus, 2017), green management (Akatay and Aslan, 2008), business success (Senocak and Bursali, 2018), employee commitment (McCunn and Gifford, 2012), sustainability psychology (Bartlett, 2011), feelings of pride and guilt (Onwezen, Antonides and Bartels, 2013). However, the number of researches where the concept of green is addressed directly in the organizational behavior literature is quite limited.

There are legal regulations that examine the environmental effect of businesses. Although not included in the legislation, businesses are trying to transform employee behavior within the organization in a way that contributes to sustainable environmental formation. In light of this information, the concept of green organizational behavior is expressed as a tendency to exhibit environmentally friendly organizational behaviors by the employees in the organization (Erbasi and Ozalp, 2016, p.298). While the use of green organizational behavior in the field of business is very limited, it is often associated with green approaches. In these researches, green organizational behavior is treated as a result or cause of the environmentalist approach.

Very few studies have been directly conducted on the concept of green organizational behavior in national and international literature. In these researches, the concept of green organizational behavior is the subject of integration with different areas in sectors such as the public sector (Forstater, 2006; Baykan, 2009;

Deschenes, 2013; Korucuk and Mert, 2017), tourism sector (Erbasi and Ozalp, 2016; Atay, Temirkanova and Gokdemir, 2017), service sector (Chen, 2011; Kurnaz and Ozdogan, 2017; Kim, Kim, Han, Jackson and Ployhart, 2017), industrial sector (Harvey, Bpsco and Emanuele, 2010; Kim et al., 2017; Shen, Dumont and Deng, 2018) healthcare sector (Moore, Chen, Lee, LeBlanc, Fleming and Caban-Martinez, 2016).

In the literature, very few studies have been conducted on the sub-dimensions of green organizational behavior. For these few types of research, Stern (2000) attributes green organizational behavior to environmental activism (participation in environmental organizations and activities), non-activist behavior in the institutional sphere (supporting environmental public policies), and private field environmentalism (individual environmental behavior). Norton, Zacher and Ashkanasy (2014) have examined green organizational behavior in two dimensions mandatory behaviors and voluntary behaviors. Some researchers examine green organizational behavior as public behavior and individual activist behavior (Ones and Dilchert, 2012, p.455). Erbasi (2019) addresses the sub-dimensions of green organizational behavior within the scope of the green organizational behavior scale developed for Turkish business organizations in five dimensions: Environmental sensitivity, environmental participation, economic sensitivity, green purchasing, and technological sensitivity. Accordingly, environmental sensitivity is the tendency of employees to perform environmental behavior at the workplace in their daily lives. Environmental participation is the participation of the employee in environmentally friendly activities and rules that find the area of practice in the business. Economic sensitivity is that the employee behaves environmentally in the organization by considering economic reasons. Green purchasing is the choice of eco-friendly products for use in the business. Technological sensitivity is when the employee exhibits environmentally friendly behaviors during the use of technological equipment in the workplace (Erbasi, 2019, p.15).

2.2. Personality Traits

The concept of personality, derived from the Latin word "persona", means the mask worn on their faces in accordance with the roles of theatre actors in the old Roman period and it was used as a word that replaced certain personality traits (Aytac, 2000, p.153). On the other hand, there is no generally accepted definition of personality concept in the literature. Since the concept of personality is associated with numerous science areas, it is seen that each develops definitions for its own merits. This concept, which has a wide range in psychology, in particular, can be collected into five categories based on a theoretical basis: psychoanalytic definitions, phonological definitions, social definitions, cognitive definitions, and definitions of personality traits. When looking at these definitions of the concept of personality with differences of opinion, it is seen that individual differences are brought to the fore and treated as a kind of theoretical structure and consistent

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patterns of behavior (Inanc and Yerlikaya, 2012, p.3). To give a general definition, personality is distinctive traits specific to one and the whole of spiritual qualities (TDK, 2020).

When national and international literature is examined, personality traits are examined in various sectors such as the education sector (Chamorro-Premuzic, Furnham, Dissou and Heaven, 2005; Bassili, 2006; Alacatli, 2013; Atak, 2013), healthcare sector (Block, 2010; Gozmen, 2015; Bucourt et al., 2017), tourism sector (Cetin and Sahin, 2018). Also, personality traits are examined in various areas such as personality variables (Graziano and Ward, 1992; McCrae, 1993; Swanson, 1999; Avery, 2003; Bacanli, Ilhan and Aslan, 2009; Cotter and Fouad, 2011), professional typology (Costa, McCrae and Holland, 1984; Barrick and Mount, 1991; Borges and Gibson, 2005; Demirci, 2017), guidance (Bitlisli, Dinc, Cetinceli and Kaygisiz, 2013), individual innovation (Cetin and Sahin, 2018), adolescent personality (Kulig et al., 2019), adult temperament style (Wechsler, Benson, Machado, Bachert and Gums, 2018), adaptation (Rammstedt, Danner, Soto and John, 2018), demographic variables (Rammstedt, Kemper and Borg, 2013; Chiorri, Garbarino, Bracco and Mahnavita, 2015; Soto and John, 2017), emotional intelligence (Siegling et al., 2015), career development (Aytac, 1997; Pishkin, 2012), meta-analysis (Larson, Rottinghaus and Borgen, 2002; Barrick, Mount and Gupta, 2003; Anderson, Jackson and Russell, 2013; Hamby, Taylor, Snowden and Peterson, 2015). In addition, it is seen in the literature that there are researches for developing different measurement tools for measuring personality traits (McCrae and Costa, 1989; Trapnell and Wiggins, 1990; Goldberg, 1992; Watson, Hubbard and Wiese, 2000) and researches for improving the existing scales (Piedmont, McCrae and Costa, 1991; Gosling, Rentfrow and Swann, 2003; Bacanli et al., 2009).

In a significant part of the research, personality is a concept that the employee has and describes his work behavior by predicting (Barrick and Mount, 2005: 359). In most decision-making processes taken within organizations as a reflection of this perspective, personality traits are considered as a parameter as important as general mental abilities (Dunn, Mount, Barrick and Ones, 1995, p.501). Holland supports this argument by stating that understanding the behavior of employees in the organizational environment depends on the personality traits of the employees and the working environment in which they live (Mumme, 1997, pp.21-22). So much of the findings of the research escarpments in various sectors and fields mentioned above in the literature revealed that personality traits affect working behavior within the organization. Based on these assumptions and findings, this research claimed that the personality traits of the employees could guide green organizational behavior. For this purpose, H1 was developed as the main hypothesis of the research.

H1: Personality traits have an effect on green organizational behavior.

Since the 1980s, various opinions have been put forward about the concept of personality, which has been the subject of scrutiny in many areas. Among them, the most widely accepted view is the "Five-Factor Model", first revealed by Goldberg in 1981. The five factor models were transformed into a five-dimensional scale and brought to the literature by researching personality traits by McCrae and Costa (1992, pp.229-237). The combination of each of these dimensions creates sub-components that create general personality traits (Kulig, Cullen, Wilcox and Chouhy, 2019, p.179).

In addition to that the basic assumptions of the five-factor personality model are that individual differences have a universal quality that can be encoded in all languages all over the world and that it is possible to make a classification that shows the personality structure of the individual based on the diversity that can be expressed in the form of words and these words The five-factor personality model tries to explain the personality traits discovered with five key factors: openness to experience, agreeableness, emotional stability, conscientiousness, and extraversion (Goldberg, 199, p.26-27; McCrae and Costa, 1999, p.159; Bitlisli et al., 2013, p.461; Demirci, 2017, pp. 21-29).

The factor of openness to experience is defined as being open to experiences rather than openness in interpersonal relationships. Also, it means the authenticity and complexity of the individual's mental and experiential life (Burger, 2006, p.152; McCrae and John, 1992, p.179). The factor of openness to experience, which has not been a consensus in the literature, is associated with trends, lifestyles, and preferences rather than the abilities of people in Turkish (Gunes, 2016, p.21). Those who are open to experience are mostly people who are open to new lives and are complex. These employees are more non-traditional and creative than other employees (Gosling et al., 2003, p.508). In this context, H2 hypothesis has been established on the assumption that openness to experience employees will exhibit more green-oriented behavior within the organization relatively to those who are not open to experience (they are individuals with relatively more environmental sensitivity, more environmental participation, more economic sensitivity, more green purchasing behavior, and more technologically sensitivity individuals).

H2: Being open to experience has an effect on green organizational behavior and dimensions (a) environmental sensitivity, (b) environmental participation, (c) economic sensitivity, (d) green purchasing, (e) technological sensitivity.

The factor of agreeableness is in the opposite direction from conflict and competition; and it is associated with cooperation and reconciliation in a positive direction (Graziano, Jensen-Campbell and Hair, 1996, p.821). This dimension emphasizes the human direction of individuals and it expresses some traits such as friendly attitudes, understanding, tolerance, forgiveness, warmness, and altruism (Digman, 1990, p.423; McCrea and John, 1992, p.178). Compliant employees are individuals with sympathetic and friendly characteristics and they do not approach

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other employees in a relatively critical and combative way (Gosling et al., 2003, p.508). In this context, the H3 hypothesis has been established on the assumption that agreeableness employees will exhibit more green-oriented behavior within the organization relatively to those who are not sympathetic and friendly but critical and combative (non-compliant) (they are individuals with relatively more environmental sensitivity, more environmental participation, more economic sensitivity, more green purchasing behavior, and more technologically sensitivity individuals).

H3: Being agreeable has an effect on green organizational behavior and dimensions (a) environmental sensitivity, (b) environmental participation, (c) economic sensitivity, (d) green purchasing, (e) technological sensitivity.

The factor of emotional stability places individuals to a point on the continuity of emotional stability and personal harmony by comparing emotional stability with feelings of being anxious (Alacatli, 2013, p.31). It covers balancing traits such as guilt, irritability, sadness, and fear (McCrae and Costa, 1999, p.164). Emotional stability is the ability of the individual to balance their emotions according to time and environment. More emotional stability individuals are calm compared to others, they are not easily disappointed and do not be concerned about every event (Gosling et al., 2003, p.508). In this context, H4 hypothesis has been established on the assumption that emotional stability employees will exhibit more green-oriented behavior within the organization relatively to those who are anxious and very quickly disappointed employees (they are individuals with relatively more environmental sensitivity, more environmental participation, more economic sensitivity, more green purchasing behavior, and more technologically sensitivity individuals).

H4: Being emotionally stable has an effect on green organizational behavior and dimensions (a) environmental sensitivity, (b) environmental participation, (c) economic sensitivity, (d) green purchasing, (e) technological sensitivity.

The factor of conscientiousness is associated with some concepts such as following norms and rules, planning jobs, organizing, being reliable and target-oriented, and being disciplined. Those who do not have conscientiousness tend to be careless, irregular, and less comprehensive (Aliyev, 2008, p.43). Conscientiousness refers to the individual being reliable and disciplined and exhibiting relatively careful behavior to others (Gosling et al., 2003, p.508). H5 hypothesis has been created on the assumption that conscientiousness employees will exhibit more green-oriented behavior within the organization relatively to those who are not conscientiousness and careless employees (they are individuals with relatively more environmental sensitivity, more environmental participation, more economic sensitivity, more green purchasing behavior, and more technologically sensitivity individuals).

H5: Being conscientious has an effect on green organizational behavior and dimensions (a) environmental sensitivity, (b) environmental participation, (c) economic sensitivity, (d) green purchasing, (e) technological sensitivity.

The factor of extraversion includes sociality, efficacy, sympathetically, assertiveness, positive sentimentality, and talk ability. It is expressed as the opposite the introversion (timidity, calmness, silence, willingness to be alone) (McShane and Von Glinow, 2005, p.40). Extraversion refers to the individual being more intimate towards the external environment, not timider and quiet than others (Gosling et al., 2003, p.508). As a personality trait, H6 hypothesis has been created on the assumption that extraversion employees will exhibit more green-oriented behavior within the organization relatively to those who are introversion employees (they are individuals with relatively more environmental sensitivity, more environmental participation, more economic sensitivity, more green purchasing behavior, and more technologically sensitivity individuals).

H6: Being extraversion has an effect on green organizational behavior and dimensions (a) environmental sensitivity, (b) environmental participation, (c) economic sensitivity, (d) green purchasing, (e) technological sensitivity.

The research model established in accordance with the hypotheses developed could be seen in Figure 1.
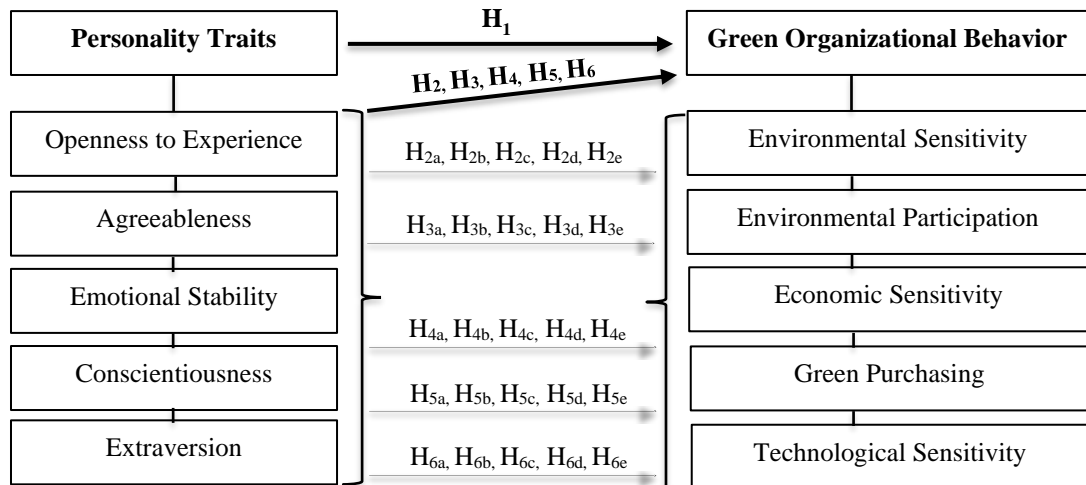

Figure 1. Research's Model

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3. Research Methodology

3.1. Research Question and Purpose

In this research, the answer to question a is sought that "Does the personality traits of the employees affect the green organizational behavior?". Based on this, the main purpose of the research is to examine the effect of the personality traits of employees on green organizational behavior, and thus to determine which personality traits employees exhibit more green organizational behavior.

3.2. Universe and Sample

The effect of the employee's personality traits on the green organizational behavior may differ at the sectoral levels. Because in some sectors, the concept of green can come to the forefront compared to other sectors in terms of both consumer expectations and the requirements of the sector. There are 8 textile enterprises operating in Konya Organized Industrial Zone. Among these, 5 companies (employees) who agreed to participate in the research are determined as the universe of the research (N=322). The reason why the textile sector is chosen as the universe in the research is that the concepts of green and environment are directly related to the textile sector in all aspects and thus the findings obtained as a result of the research are thought to be more meaningful. The analysis continued on 106 face-to-face questionnaires, which are considered to contain complete and healthy data among the returnable questionnaires for the research in which the participants are recruited within the framework of the principle of voluntarism (n=106). Questionnaire technique is used as data collection technique in the research.

When looking at the demographic characteristics of the sample that participated in the study, it was seen that 51.9% of the participants were female, while 48.1% were male. More than half (56.6%) of the participants were in the 30-49 age range, 39.6% were 18-29 years old, and overall (78.3%) were high school and lower education students In addition, 40.6% of respondents had the minimum wage and below income level, while more than half (54.7%) had income between TL 2220 and 3999. While 36.8% of the employees surveyed had 4-7 years of experience in the textile industry, 33% had 1-3 years of experience in the textile industry, while 37.7% had experience in 1-3 years and 27.4% had 4-7 years of experience. 74.5% of respondents work in the production and 12.3% in the marketing department, and 95.3% have employee status, and only 4.7% have administrative status.

Normality testing has been conducted to determine whether the data obtained meets parametric testing conditions. Shapiro-Wilk and One Way ANOVA tests resulted in a p-value greater than 0,05. As a result, all data is homogeneous and 95% safely and normally distributed. In addition, the data meets the measurement format required for parametric tests, the independence of groups, and the size of the sample (n>30).

3.3. Measurement Tools

A three-part survey form was designed for the study. The first part of the survey includes the "Green Organizational Behavior Scale" consisting of 5 dimensions and 27 items developed by Erbasi (2019) to measure the green organizational behavior of the participants (Appendix-A). There are various studies that have used the green organizational behavior scale we used in the research in the literature and have obtained sufficient valid and reliable results (Kerse et al., 2021; Sönmez, 2020; Köşker and Gürer, 2020; Gürsel, 2020; İyigün et al., 2020). In the first part of the survey, it used the Likert Scale of 5 by the original usage on the scale: "(1) Never, (2) Rarely, (3) Occasionally, (4) Often, (5) Always. While (1) represents low green organizational behavior, (5) represents high green organizational behavior. As the evaluations were made, the closer to 5 refers that the employee exhibits more green organizational behavior, and the closer to 1 refers that the employee exhibits less green organizational behavior. In the second part of the survey, the "Ten-Item Personality Scale" consisting of 5 dimensions and 10 items, developed by Gosling et al. (2003) and adapted to Turkish by Atak (2013), was used (Appendix-B). In the second part of the survey, it used the Likert Scale of 7 by the original usage on the scale: "(1) I absolutely disagree, ..., (7) I absolutely agree". While (1) represents a low display of the specified personality trait, (7) represents a high display of the specified personality trait. As the evaluations were made, the closer to 7 refers that the employee has a lot of relevant personality traits, and the closer to 1 refers that the employee has less relevant personality traits. In the third and final section, there are 6 items to question the demographic characteristics of the participation. Selcuk University Social and Humanities Scientific Research and Publication Ethics Board Report no. 17.03.2020 and 29110 got approval as the scale used in the research was suitable for scientific research and publication ethics. The data was analyzed through the SPSS 24.0 program.

Kaiser Meyer Olkin (KMO) Test and Bartlett Test findings were examined to check the suitability of the data set obtained by the scales of factor analysis and the findings were shown in Table 1.

Table 1: KMO and Barlett Test Values for Scales

		Green Organizational Behavior Scale	Personality Traits Scale
Kaiser-Meyer-Olkin Sample Sufficiency Test		0,892	0,847
Bartlett Sphericity Test	Chi-square (x^2)	2019,153	549,542
	Degree of Freedom (df)	351	45
	Sig. (p)	0,000	0,000

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KMO test value was determined as 0,892 for the green organizational behavior scale and as 0,847 for the personality traits scale. These results are above acceptable rates. Thus, it was concluded that the sample size was sufficient and that the data set was in line with factor analysis. The Bartlett Sphericity Test, which tests the hypothesis of whether the correlation matrix is equal to the unit matrix, has produced statistically significant x^2 results for both scales (x^2=2019,153, df=351, p=0,000 for the green organizational behavior scale; x^2=549,542, df=45, p=000 for personality traits scale). Accordingly, variables for both scales are suitable for factor analysis.

Descriptive factor analysis was applied for validity tests of factor structures on the green organizational behavior scale used in the study, and Cronbach Alpha values were examined to test the reliability of the scales and the findings were presented in Table 2.

Table 2: Explanatory Factor Analysis Findings and Cronbach Alpha Values of the Green Organizational Behavior Scale

Scale and Dimensions	Eigenvalues	Announced Variance	Cron. Alpha
Environmental Sensitivity	5,232	19,379	0,909
Environmental Participation	4,527	16,766	0,876
Economic Sensitivity	3,539	13,107	0,860
Green Purchasing	3,013	11,16	0,839
Technological Sensitivity	2,303	8,531	0,788
Green Organizational Behavior Scale		**68,943**	**0,954**

In factor analysis results, the higher variance rates show that the stronger the scale. Variance rates ranging from 40% to 60% in Social Sciences are considered sufficient (Tavsancil, 2019, p.46). According to the descriptive factor analysis findings of the green organizational behavior scale (Table 2), the total variant of the environmental sensitivity factor is 19,379%, the environmental participation factor is 16,766%, the economic sensitivity factor is 13,107%, the green purchasing factor is 11.16%, and the technological sensitivity factor is 8,531%. The 5 factors account for 68,943% of the variance in total. When the Cronbach Alpha test values were examined to achieve the reliable findings of the green organizational behavior scale, it was observed that the environmental sensitivity factor is 0.909, the environmental participation factor is 0.876, the economic sensitivity factor is 0.860, the green purchasing factor is, 0.839 and the technological sensitivity factor is 0.788. The Cronbach Alpha value of the green organizational behavior scale with 27 items is 0.954 which shows that the scale is reliable.

Descriptive factor analysis was applied for validity test of factor structures on the personality traits scale, and Cronbach Alpha values were examined to test the reliability of the scales and the findings were presented in Table 3. According to the factor analysis findings on the personality traits scale, the openness to experience factor represents 22,379%, the agreeableness factor is 17,981%, the emotional stability factor is 17,356%, the conscientiousness factor is 14.395% and the extraversion factor is 13,478%. The 5 factors account for 85,589% of the variance in total. When the Cronbach Alpha test values were examined to achieve the reliability findings of the personality traits scale, it was observed that the openness to experience factor has a reliability value of 0.680, agreeableness factor is 0.760, the emotional stability factor is 0.742, conscientiousness factor is 0.767 and the extraversion factor is 0.768. The Cronbach Alpha value of the scale of the 10 items of personality traits was found as 0.881 which shows that the scale has sufficient reliability. Although the gap to openness to experience factor from the lowest factor of the personality traits scale is slightly below the expected 0.70 cronbach alpha value, it has been deemed appropriate because the scale has been used in numerous research in a wide variety of universes and samples in Turkey and the value is close to the expected value.

Table 3: Explanatory Factor Analysis Findings and Cronbach Alpha Values of the Personality Traits Scale

Scale and Dimensions	Eigenvalues	Announced Variance	Cron. Alpha
Openness to Experience	2,238	22,379	0,680
Agreeableness	1,798	17,981	0,760
Emotional Stability	1,736	17,356	0,742
Conscientiousness	1,44	14,395	0,767
Extraversion	1,348	13,478	0,768
Personality Traits Scale		**85,589**	**0,881**

4. Findings

The average and standard deviation values of the variables used in the study have been examined and the results are shown in Table 4. Accordingly, the average green organizational behavior of the participation is 3,4168 (moderate). When the participants' views on the sub-dimensions of green organizational behavior are evaluated, they have a moderate level of environmental sensitivity ($\bar{x}$=3,6053), moderate level of environmental participation ($\bar{x}$=3,3693), moderate level of economic sensitivity ($\bar{x}$=3,2736), moderate level of green purchasing ($\bar{x}$=3,2854) and a moderate level of technological sensitivity ($\bar{x}$=3.4403). In addition, when the participation' average findings of personality traits are evaluated, it has been determined that employees have a moderate level of openness to experience ($\bar{x}$=4.8113), high levels of agreeableness ($\bar{x}$=5.3679), moderate-high level of

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emotional stability ($\bar{x}$=5,000), high levels of conscientiousness ($\bar{x}$=5.4717) and high level of extraversion ($\bar{x}$=5.1887).

Table 4: Average and Standard Deviation Findings for Variables (n= 106)

Scales and Dimensions	Lowest Value	The Highest Value	Average Value	Standard Deviation
1. Green Organizational Behavior	**1,81**	**5**	**3,4168**	**0,66565**
2. Environmental Sensitivity	1,88	5	3,6053	0,73287
3. Environmental Participation	1,43	5	3,3693	0,75384
4. Economic Sensitivity	1,4	5	3,2736	0,84327
5. Green Purchasing	1,25	5	3,2854	0,7757
6. Technological Sensitivity	1,33	5	3,4403	0,87353
7. Personality Traits	**2,3**	**7**	**5,1679**	**0,94874**
8. Openness to Experience	1	7	4,8113	1,22173
9. Agreeableness	1,5	7	5,3679	1,22144
10. Emotional Stability	1,5	7	5,0000	1,24212
11. Conscientiousness	1,5	7	5,4717	1,2283
12. Extraversion	1,5	7	5,1887	1,17403

To examine the relationship between dependent and independent in the study, Pearson correlation analysis was performed and correlation findings were shown in Table 5. According to the analysis results, it has been determined that statistically positive and significant relationship between green organizational behavior and personality traits (r=0,384; p<0,01), openness to experience (r=0,198; p<0,05), agreeableness (r=0,309; p<0,01), emotional stability (r=0,426; p<0,01) and conscientiousness (r=0.388; p<0,01). Again, according to the research findings, it has been determined that statistically positive and significant relationship between personality traits and environmental sensitivity which is one of the lowest dimensions of green organizational behavior (r=0,306; p<0,01), environmental participation (r=0,329; p<0,01), economic sensitivity (r=0,347; p<0,01), green purchasing (r=0,289; p<0,01) and technological sensitivity (r=0,390; p<0,01).

Table 5: Correlation Findings of Variables (n= 106)

Scales and Dimensions	PT	OE	A	ES	C	E
Green Organizational Behavior	0,384**	0,198*	0,309**	0,426**	0,388**	0,169
Environmental Sensitivity	0,306**	0,098	0,251**	0,326**	0,325**	0,189
Environmental Participation	0,329**	0,222*	0,286**	0,358**	0,366**	0,037
Economic Sensitivity	0,347**	0,240*	0,257**	0,375**	0,333**	0,138
Green Purchasing	0,289**	0,128	0,192*	0,322**	0,255**	0,225*
Techonological Sensitivity	0,390**	0,153	0,335**	0,483**	0,361**	0,178

PT: Personality Traits, OE: Openness to Experience, A: Agreeableness, ES: Emotional Stability, C: Conscientiousness, E: Extraversion
** Correlation is significant at the 0.01 level.   * Correlation is significant at the 0.05 level.

In the study, regression analysis was performed to examine the effect of personality traits on green organizational behavior. The findings were shown in Table 6. Accordingly, personality traits have significantly enhanced green organizational behavior (R^2=0,148; p=0,000). As a result, it was determined that personality traits have a positive and statistically significant effect on green organizational behavior.

Table 6: Regression Analysis Findings for the Effect of Personality Traits on Green Organizational Behavior

Dependent Variable	R^2	Independent Variable	B	P.P.	t	β	p	F
Green Organizational Behavior	0,148	**Constant**	2,023	0,334	6,062		0,000	18,041
		Personality Traits	0,27	0,064	4,247	0,384	0,000	

R= 0,384, * p<0,05

In the study, multiple linear regression analysis was performed to examine whether sub-dimensions of personality traits have an effect on the employee's green organizational behavior, and the findings were shown in Table 7. Accordingly, it was observed that only one of the personality traits variables included in the model contributed to the model. According to these findings, it is determined that the emotional stability factor significantly affects green organizational behavior (β=0,366; p<0,05). In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on green organizational behavior.

Table 7: Multiple Linear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Green Organizational Behavior

Dependent Variable	R^2	Independent Variable	β	p	F
Green Organizational Behavior	0,206	Openness to Experience	-0,097	0,402	5,193
		Agreeableness	-0,107	0,466	
		Emotional Stability	0,366	**0,013***	
		Conscientiousness	0,274	0,084	
		Extraversion	-0,021	0,828	

R= 0,384, * p<0,05

In the study, multiple linear regression analysis was performed to examine the effect of sub-dimensions of personality traits on environmental sensitivity which is a sub-dimension of green organizational behavior, and the findings were shown in Table 8. Accordingly, it was determined that none of the personality traits in the model effect significantly environmental sensitivity.

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Table 8: Multiple Linear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Environmental Sensitivity

Dependent Variable	R^2	Independent Variable	β	p	F
Environmental Sensitivity	0,148	Openness to Experience	-0,182	0,132	3,465
		Agreeableness	-0,065	0,669	
		Emotional Stability	0,236	0,121	
		Conscientiousness	0,303	0,065	
		Extraversion	0,034	0,738	

R= 0,384

In the study, multiple linear regression analysis was performed to examine the effect of sub-dimensions of personality traits on environmental participation which is a sub-dimension of green organizational behavior, and the findings were shown in Table 9. Accordingly, it was observed that only one of the personality traits variables included in the model contributed to the model. According to these findings, it is determined that the conscientiousness factor significantly affects green organizational behavior (β=0,323; p<0,05). In contrast, openness to experience, agreeableness, emotional stability, and extraversion factors has no statistically significant effect on environmental participation.

Table 9: Multiple Linear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Environmental Participation

Dependent Variable	R^2	Independent Variable	β	p	F
Environmental Participation	0,175	Openness to Experience	-0,047	0,693	4.241
		Agreeableness	-0,067	0,657	
		Emotional Stability	0,256	0,087	
		Conscientiousness	0,323	**0,046***	
		Extraversion	-0,156	0,124	

R= 0,418, * p<0,05

In the study, multiple linear regression analysis was performed to examine the effect of sub-dimensions of personality traits on economic sensitivity which is a sub-dimension of green organizational behavior, and the findings were shown in Table 10. Accordingly, it was observed that only one of the personality traits variables included in the model contributed to the model. According to these findings, it is determined that the emotional stability factor significantly affects economic sensitivity (β=0,339; p<0,05). In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on economic sensitivity.

Table 10: Multiple Linear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Economic Sensitivity

Dependent Variable	R^2	Independent Variable	β	p	F
Economic Sensitivity	0,156	Openness to Experience	0,032	0,786	3,701
		Agreeableness	-0,131	0,389	
		Emotional Stability	0,339	**0,026***	
		Conscientiousness	0,173	0,287	
		Extraversion	-0,017	0,864	

R= 0,395, * p<0,05

In the study, multiple linear regression analysis was performed to examine the effect of sub-dimensions of personality traits on green purchasing which is a sub-dimension of green organizational behavior, and the findings were shown in Table 11. Accordingly, it was observed that only one of the personality traits variables included in the model contributed to the model. According to these findings, it is determined that the emotional stability factor significantly affects green purchasing (β=0,344; p<0,05). In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on green purchasing.

Table 11: Multiple Linear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Green Purchasing

Dependent Variable	R^2	Independent Variable	β	p	F
Green Purchasing	0,128	Openness to Experience	-0,053	0,659	2,938
		Agreeableness	-0,151	0,331	
		Emotional Stability	0,344	**0,026***	
		Conscientiousness	0,105	0,523	
		Extraversion	0,116	0,264	

R= 0,358, * p<0,05

In the study, multiple linear regression analysis was performed to examine the effect of sub-dimensions of personality traits on technological sensitivity which is a sub-dimension of green organizational behavior, and the findings were shown in Table 12. Accordingly, it was observed that only one of the personality traits variables included in the model contributed to the model. According to these findings, it is determined that the emotional stability factor significantly affects technological sensitivity (β=0,513; p<0,01). In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors does not have a statistically significant effect on technological sensitivity.

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Table 12. Multilinear Regression Analysis Findings for the Effect of Personality Traits Dimensions on Technological Sensitivity

Dependent Variable	R^2	Independent Variable	β	p	F
Technological Sensitivity	0,251	Openness to Experience	-0,157	0,165	6,695
		Agreeableness	-0,075	0,6	
		Emotional Stability	0,513	**0,000***	
		Conscientiousness	0,154	0,317	
		Extraversion	-0,018	0,855	

R= 0,501, * p<0,01

5. Result

Green organizational behavior, a new concept in the field of management, has recently received a lot of attention. When the literature was examined, there was no research on the relationship between green organizational behavior and personality traits In this study, it was tried to determine which personality traits employees behaved in more green organizational behavior. For this purpose, a conceptual framework was primarily established on concepts of personality traits and green organizational behavior, and various hypotheses for the purposes were developed in this process. Then, information about the methodology of the research and the findings were given.

The data obtained by 106 employees in the survey application were analyzed in the universe of employees in 5 textile enterprises located in Konya province center. Pearson Correlation Analysis was performed to determine whether there is a significant correlation between variables after analyzing the validity and reliability of the scales used in the research. As a result of the findings, there is a meaningful and positive relationship between personality traits and green organizational behavior. Also, there is a meaningful and positive relationship between four sub-dimensions of personality traits (openness to experience, agreeableness, emotional stability, conscientiousness) and green organizational behavior. But there is not a statistically significant relationship between the extraversion dimension, which is another dimension of personality traits, and green organizational behavior.

It has been determined that the participants generally have a moderate level of green organizational behavior and have a moderate level of behavior in all sub-dimensions of green organizational behavior (environmental sensitivity, environmental participation, economic sensitivity, green purchasing, technological sensitivity). In addition, participants have a moderate level of openness to experience; have high level of agreeableness, conscientiousness, extraversion traits, and have a moderate level of emotional stability.

Regression findings from the study revealed that personality traits have a positive and statistically significant effect on the green organizational behavior of employees. According to this, the hypothesis of "H1: Personality traits have an effect on green organizational behavior." has been accepted. According to the results obtained, green organizational behavior is explained by 14,8% of the variance of personality traits. In other words, 14,8% of employees' green organizational behavior is explained by personality traits. According to this result, a unit of standard deviation in the personality traits of the employees involved in the research provides a 0,148-unit standard deviation increase on green organizational behavior. Relationship between variables can be expressed as $F_{(1,104)}=18,041$; $p<0,05$.

According to the findings of multiple linear regression analysis to examine whether sub-dimensions of personality traits have an effect on the employee's green organizational behavior, it is determined that the emotional stability factor significantly affects green organizational behavior. In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on green organizational behavior. Based on these findings, it was concluded that emotional stability from personality traits affects the green organizational behavior of employees in a meaningful and positive way, and green organizational behavior increases as the employee's emotional stability increases. In this context, the hypothesis of "H4: Emotional stability has an effect on green organizational behavior." has been accepted. However, the hypothesis of "H2: Being openness to experience has an effect on green organizational behavior.", "H3: Being agreeableness has an effect on green organizational behavior.", "H5: Being conscientiousness has an effect on green organizational behavior" and "H6: Extraversion has an effect on green organizational behavior." have been rejected.

According to the findings of multiple linear regression analysis to examine the effect of sub-dimensions of personality traits on environmental sensitivity which is a sub-dimension of green organizational behavior, it was determined that none of the personality traits in the model effect significantly environmental sensitivity. In this context, "H2a: Being openness to experience has an effect on environmental sensitivity.", "H3a: Agreeableness has an effect on environmental sensitivity.", "H4a: Emotional stability has an effect on environmental sensitivity.", "H5a: Being responsible has an effect on environmental sensitivity." and "H6a: Extraversion has an effect on environmental sensitivity." hypotheses have been rejected.

According to the findings of multiple linear regression analysis to examine the effect of sub-dimensions of personality traits on environmental participation which is sub-dimension of green organizational behavior, it is determined that the conscientiousness factor significantly affects green organizational behavior. In contrast, openness to experience, agreeableness, emotional stability, and

extraversion factors has no statistically significant effect on environmental participation. Based on these findings, it was concluded that conscientiousness significantly and positively affects the environmental participation of employees and increases environmental participation as employee conscientiousness increases. In this context, the "H5b: Being conscientiousness has an effect on environmental participation." hypothesis has been accepted. However, the hypothesis of "H2b: Being openness to experience has an effect on environmental participation.", "H3b: Being agreeableness has an effect on environmental participation.", "H4b: Emotional stability has an effect on environmental participation.", "H6b: Extraversion has an effect on environmental participation." have been rejected.

According to the findings of multiple linear regression analysis to examine the effect of sub-dimensions of personality traits on economic sensitivity which is a sub-dimension of green organizational behavior, it is determined that the emotional stability factor significantly affects economic sensitivity. In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on economic sensitivity. Based on these findings, it was concluded that emotional stability affects the economic sensitivity of employees in a meaningful and positive way, and the employee's emotional stability increases as its economic sensitivity increases. In this context, the hypotheses of "H4c: Emotional stability has an effect on economic sensitivity." has been accepted. However, the hypothesis of "H2c: Being open to experience has an effect on economic sensitivity.", "H3c: Agreeableness has an effect on economic sensitivity.", "H5c: Being responsible has an effect on economic sensitivity." and "H6c: Extraversion has an effect on economic sensitivity." have been rejected.

According to the findings of multiple linear regression analysis to examine the effect of sub-dimensions of personality traits on green purchasing which is a sub-dimension of green organizational behavior, it is determined that the emotional stability factor significantly affects green purchasing. In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on green purchasing. Based on these findings, it was concluded that emotional stability significantly and positively affects employees' green purchasing behaviors, and green purchasing behavior increases as the employee's emotional stability increases. In this context, the hypotheses of "H4d: Being emotional stability has an effect on green purchasing." has been accepted. However, the hypothesis of "H2d: Being openness to experience has an effect on green purchasing.", "H3d: Being agreeableness has an effect on green purchasing.", "H5d: Being conscientiousness has an effect on green purchasing." and "H6d: Extraversion has an effect on green purchasing." have been rejected.

According to the findings of multiple linear regression analysis to examine the effect of sub-dimensions of personality traits on technological sensitivity which is a sub-dimension of green organizational behavior, it is determined that the

emotional stability factor significantly affects technological sensitivity. In contrast, openness to experience, agreeableness, conscientiousness, and extraversion factors has no statistically significant effect on technological sensitivity. Based on these findings, it was concluded that emotional stability from personality traits affects the technological sensitivities of employees in a meaningful and positive way, and the employee's technological sensitivity increases as the emotional stability increases. In this context, the hypotheses of "H4e: Emotional stability has an effect on technological sensitivity." has been adopted. However, the hypothesis of "H2e: Being openness to experience has an effect on technological sensitivity.", "H3e: Agreeableness has an effect on technological sensitivity.", "H5e: Being responsible has an effect on technological sensitivity." and "H6e: Extraversion has an effect on technological sensitivity." have been rejected.

As can be understood from the evaluations, it is expected that the results obtained from the research will make significant contributions to the literature. In addition, some suggestions have been developed for practitioners based on the findings obtained from the research. First of all, it has become clear that one of the issues that managers who want to encourage their employees to adopt green behaviors should pay attention to is the personality traits of the employees. When examined in more depth, the finding that being emotionally stable leads employees to green behavior is remarkable. It can be said that organizations that want to encourage their employees to engage in green behaviors within the organization should prioritize the emotional stability feature in their human resource recruitment policies. The findings show that responsible employees have a higher level of environmental involvement, emotionally balanced employees are more economically sensitive and tend to buy more green while being more technologically sensitive, which is very important for practitioners. In this context, it can be suggested that organizations that want to increase green organizational behavior should especially consider the characteristics of employees' responsibility and emotional stability.

The findings obtained from the study, could not be compared with any other study because there was no similar research conducted in the literature. However, in general, it has been found that contrary to what is expected, only some personality traits have an effect on green organizational behavior and dimensions, and a significant part does not have a statistically significant effect. During the research process, it was assumed that the responses of the participants reflect the common culture of enterprises. In addition, the first limitlessness of research is the limitation of the research universe due to time constraints. In this context, the most important limitation is that only 5 textile enterprises serving Konya province as a universe have been discussed and sector restrictions have been made when determining the universe. Also, another limitation is that the sampling was achieved under what was desired within the designated universe. Only participants who wanted to fill in the questionnaire were included. However, it is considered as the reason for the small number of employees within the universe is the implementation of a flexible

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working model in businesses due to Covid-19 coronavirus pandemic. In this regard, it is thought that the results obtained by this research may be more generalized by supporting the findings from the research in which more businesses or sectors are included in the research. On the other hand, research in different sectors can allow cross-sector comparisons. It may also be possible to make more in-depth assessments by applying in broader and different universes and samples and by using qualitative research methods in addition to the survey method. It is expected that the findings obtained as a result of the research will be a reference to the subsequent research to be carried out.

Appendix-A

THE SCALE OF GREEN ORGANISATIONAL BEHAVIOR (developed by Erbasi, 2019)

In the workplace;

Environmental Sensitivity

When I see faulty taps, toilet flush, bulbs etc. I can try to fix or forward it to the specialist.

I dispose of non-recyclable materials (such as garbage) in the waste binp.

If I need to take a small note, I prefer small or draft papers rather than large paper.

When I see unnecessary light is on, I immediately turn it off.

I throw the recyclable materials (such as paper, glass, metal, plastic, bottle, battery) into the recycle bin, or put them aside for future use.

I don't throw draft papers; use them somehow (for taking notes, doing activities etc.).

I pay attention to consume electricity efficiency.

I pay attention to consume water efficiency.

Environmental Participation

I give advice to managers or business owners about environmentally friendly practicep.

I prefer to work in environmentally friendly workplacep.

I perform organizational communication electronically (For example, sending data via email instead of printing on paper, using social media tools).

I encourage my colleagues to engage in environmentally friendly behavior.

I immediately warn if I see a person who exhibits non-environmentally friendly behavior.

I comply with environmental rules (such as not smoking).

I participate in environmentally friendly activities (eg. planting trees, watering plants).

Economic Sensitivity

Whenever I print or copy in the workplace, I use double side of the paper if possible.

I pay attention not to open the windows when heating system is working.

I do not consume water with a plastic bottle, I use a water dispenser or a water flask.

When I go to work, I use public transport / shuttle bus / bicycles, or I walk or I come and go by a single vehicle with my colleagues sitting nearby.

I use daylight during working hourp.

Green Purchasing

I direct customers to environmentally friendly products and environmentally friendly behavior.

I pay attention to the expiration date in consumer products used.

I prefer environmentally friendly products in the selection of office suppliep.

I prefer products that can be used continuously (glass cups, cloth towels, etc.), instead of disposable products (paper cups, paper towels, plastic cutlery, etc.).

Techonological Sensitivity

I do not use printers, faxes, etc. unless mandatory.

I prefer rechargeable batteries for the office materials that require battery use.

When I do not use technological devices (such as a computer), I put them into power saving / sleep mode, turn them off or unplug them.

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Appendix-B

THE SCALE OF PERSONALITY TRAITS (developed by Gosling et al. (2003)

I see myself as:
Openness to Experience
Open to new experiences, complex
Conventional, uncreative
Agreeableness
Sympathetic, warm
Critical, quarrelsome
Emotional Stability
Calm, emotionally stable
Anxious, easily upset
Conscientiousness
Dependable, self-disciplined
Disorganized, careless
Extraversion
Extraverted, enthusiastic
Reserved, quiet

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