

EXPLORATION STUDY OF GREEN COUNTERPRODUCTIVE WORK BEHAVIOUR DIMENSION

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Abstract. Although it has been acknowledged that some employees engage in counterproductive green work behavior, little research has been done to explain how this construct is adapted to the context of a green society. This study aims to explore the dimensions of green counterproductive work behavior that can assist in developing research instruments in the behavioral area. The method used is an exploratory study using an open questionnaire to collect data. This study's sample used purposive sampling on employees who work in the service and manufacturing industries and who have worked for at least three years. The number of samples obtained is 118 respondents. The results of this study indicate that there are 13 categories as dimensions of green counterproductive work behavior. Further research still needs to be done to test the validity and reliability of these green counterproductive work behavior categories.

Keywords: Green counterproductive work behavior, green society, exploration, dimensions.

INTRODUCTION

Green society began to become a concern among both academics and practitioners. Organizational performance that includes environmental performance as a measure is recognized as a competitive advantage for the organization. In addition to positive behavior, research on negative performance behavior needs to be carried out because negative behavior can reduce organizational productivity. For example, counterproductive green behavior in the work environment adversely affects the organization.

Research on counterproductive behavior in the workplace has been widely carried out (Ones & Dilchert, 2013), (Tiarapuspa et al., 2018), (Putra, 2011), (Kim & Lee, 2022). And also research that focuses on green attitudes and behaviors, e.g. (Ones & Dilchert, 2012) (Raineri et al., 2016) (Yang, 2020) (Wahyuningsih, 2020) (Fawehinmi et al., 2020). However, the study of green counterproductive behavior is still a concern, and this causes the green counterproductive behavior research instruments to have not yet been developed.

Green counterproductive work behavior associated with the organization was found in the research (Raineri et al., 2016), although the construct used is still temporary and has not been tested. Furthermore, a systematic review study on the measurement of green behavior conducted by (Francoeur et al., 2019) found that only a few efforts were made to build this construct of counterproductive green behavior. (Raineri et al., 2016) suggested that it is necessary to develop a scale for measuring green counterproductive behavior, including by adapting the construct categorization of counterproductive behavior from (Robinson et al., 1995), which is adjusted for green behavior.

This study answers suggestions from a systematic review study conducted by (Francoeur et al., 2019) that it is necessary to conduct research that leads to the formation of green counterproductive work behavior constructs. The problem in this study is: How can the shape of green counterproductive work behavior constructs be explored?

LITERATURE REVIEW: Green Counterproductive Work Behaviour

(Ones & Dilchert, 2012) define green counterproductive work behavior (Green CWB) as employee behavior that can reduce environmental sustainability. Examples of green CWB behavior in the workplace include using raw materials from unsustainable sources, failing to separate waste even though containers are available, being unwilling to sacrifice one's own comfort to reduce energy use or leaving the office without turning off lights and air conditioning (Ones & Dilchert, 2012). Research (Ones & Dilchert, 2013) suggests that non-green behaviors should be considered a form of green CWB. Green CWB is a form of behavior that is both intentional and unintentional. Previous research perspectives on green CWB still offer a measure of behavior as a form of involuntariness (Francoeur et al., 2019). The construct of intentional green CWB behavior has yet to receive attention from previous research. Based on the explanation above, the research question "How is the construct of Green CWB and the Items that make up the Behaviour?"

CWB is translated as voluntary behavior that violates significant organizational norms and thus threatens the welfare of the organization, its members, or both (Robinson et al., 1995). Across targets (organization and members) and levels of violation (serious and minor), CWBs are usually organized into four categories. (Robinson et al., 1995) suggest that CWBs against organizational members can be serious (e.g., personal deviance in the form of physical assault) or minor (e.g., political deviance in the form of gossip about others) and that CWBs against organizations can also be serious (e.g., property deviance in the form of sabotage) or minor (e.g., production deviance in the form of waste of resources).

A conceptualization of green CWB behaviour is thus offered by the CWB literature, in the form of environmentally harmful behavior expressed in varying degrees. No research has been found in the literature regarding employees' intentions to harm the natural environment explicitly. However, it seems reasonable to suggest that green CWB behaviors may stem from the accumulation of one individual's judgments, reflecting a specific form of CWB aimed at the organization but of a minor nature, or sometimes referred to as sloppy work (Belot & Schröder, 2013). Green CWB behaviors can reflect the accumulation of minor behavioral lapses or small individual decisions that reduce environmental sustainability (e.g. Lamm et al., 2013). Inappropriate environmental actions committed by individuals in their daily work, such as wasting energy, therefore be a reflection of a lack of concern for the environment in the workplace with no purposeful intention to harm the natural environment. In this case, the lack of engagement may be caused, for example, by a disregard for the environment due to inadequate knowledge, selfishness or lack of reflection on the consequences of one's actions (Gifford, 2011).

RESEARCH METHODOLOGY

This research used an open questionnaire to collect data. The samples are employees that are working in the service and manufacturing industry. Using purposive sampling that was particularly taken for the employees who had already worked more than three years because of that they could consider the green environment practice in their organization.

This study aims to obtain statement items forming behavior that will be a factor in the counterproductive work behavior dimension. The research method used is an exploratory study approach.

ANALYSIS AND DISCUSSION

The analysis carried out in this study is described in the form of the following steps:

Step 1. Compiling the answers from 118 respondents, where each of them gave five statements of green counterproductive behaviors, 535 sentences of green counterproductive statements were obtained.

Step 2. Sorting out sentences relevant to green counterproductive statements and sentences not relevant to green counterproductive statements. Based on the observation, 57 irrelevant sentences were identified which did not match the definition of green counterproductive behavior. For example, the statements were in the form of attitudes (not behavioral categories) and statements that demonstrated green behavior. These irrelevant statements include miss commitment; chatting by WA or line without any purpose; always being late for work; working from home without knowing the time and day off.

Step 3. Eliminating sentences that do not correspond to green counterproductive behavior. After identifying irrelevant sentences, the sentences were eliminated so that 478 statements remained.

Step 4. Grouping 478 statements based on existing counterproductive behavior type categories

The 478 statement items were successfully grouped into 14 categories of green counterproductive behavior, as follows:

1. Paper wastage. There were 83 statements indicating green counterproductive behaviors, all of which were related to paper wastage (e.g. : the use of paper is still quite a lot; using new paper only for drafts; not being careful in drafting documents, making them prone to printing errors and wasteful in the use of resources (paper and printer ink).
2. Reluctant to plant trees: 32 statements (e.g. : not providing green space in the office; use of green space for parking purposes; reluctant to engage in tree planting for environmental protection).
3. Reluctant to use a bottle/tumbler: 62 statements (e.g.: not using a drink bottle when out of office; frequent consumption of plastic packaged drinks; frequent consumption of plastic packaged drinks).
4. Reluctant to throw garbage in its place: 22 statements (e.g. photocopy toner waste that is not properly disposed of; disposing of used oil; littering cigarette butts).
5. Wastage of office supplies: 3 statements (e.g. continuous printing; wasteful use of ink).
6. Electricity wastage: 98 statements (e.g. : Wasteful use of air conditioning; habit of leaving electrical equipment on; not understanding the procedures for using electrical equipment (leaving the room open and the air conditioner on).
7. Reluctant to recycle: 43 statements (e.g. not utilizing waste according to its use; not recycling properly; used paper is only reused, not recycled).
8. Procedure violations: 25 statements (e.g. frequently using chemical cleaners; working over speed beyond SOP (causing incidents); lack of responsiveness to active smokers in public areas; minimizing overtime hours to save electricity in the use of lights).
9. The excessive use of plastic: 45 statements (e.g. Heavy use of stereo forms; use of plastic food wrapping).
10. Waste of resources (e.g. Always use a private vehicle
11. Water wastage: 51 statements (e.g., careless use of water; wasting drinking water; deliberately leaving water on).
12. Unwillingness to conserve the environment: 1 statement (i.e. not using renewable energy solutions).
13. Unwillingness to tolerate: 13 statements (For example, property development that cannot meet environmentally friendly criteria; not turning off the lights according to the procedure when there is a problem; still not using the green interior design).
14. Safety at work.

Step 5. Identify sentences with exactly the same meaning and combine them into one group. Of the 478 statements that have been grouped into 14 categories, there are still statements with the same meaning, so they need to be removed to avoid redundancy. Step 5 resulted in 78 statements.

Step 6. Refining the sentences of the 78 statements that have been selected so that they become questionnaire items that are suitable for distribution to the respondents. After correcting the statement, the 78 statements were again grouped into 14 categories. However, one category only has 1 statement item, namely the counterproductive green behavior of reluctance to use a bottle/tumbler, so that category is combined with the category of counterproductive green behavior related to the excessive use of plastic. This merger is because the two categories are related to excessive use of plastic, where when someone is reluctant to use a tumbler, it is identical to the use of plastic bottles. Thus, the number of categories was reduced by 1 to become 13 categories. The followings are the 13 categories and their statement (S) items:

1. Green counterproductive behavior of paper wastage, including
 - S 17: I use a lot of paper at work.
 - S 19: The organization where I work does not encourage the paperless movement (for example: still printing meeting invitations).
 - S 20: I use many tissues for various purposes.
2. Counterproductive green behavior of insensitive to greening activities, including
 - S 11: The greening program is not my responsibility.
 - S 13: I think that inappropriate use of green land (e.g. for parking lots) is normal.
 - S 14: The organization I work for considers the provision of green space to be unimportant.

- S 15: The organization I work for has engaged in non-green activities (e.g. cutting down trees) to build its operational facilities.
- S 16: In the organization where I work, there is no tree planting policy for greening.
3. Counterproductive green behaviors of littering, including
 - S 2: I rarely throw garbage in its proper place
 - S 6: In my workplace, cleanliness is not the main thing.
 - S 54: I often throw garbage out of place
 4. Green counterproductive behaviors related to wastage of office supplies, including
 - S 1: In my workplace, I do not pay attention to whether or not ink is being wasted at work (e.g. printer ink).
 - S 74: In my workplace, there is often a waste of office electronic equipment (e.g. USB, hard disk).
 - S 75: In my workplace, there is often a waste of office stationery (e.g. staples, pens, markers).
 5. Green counterproductive behavior of electricity wastage, including
 - S 38: In the organization where I work, there are no reminders to save electricity.
 - S 39: I do not care about electricity usage.
 - S 40: At my workplace, the organization does not care about the excessive use of air conditioners.
 - S 41: I am not concerned about the excessive use of air conditioners.
 - S 42: At my workplace, the organization doesn't care about the excessive use of lights.
 - S 46: I am not concerned about the efficient use of electronic devices.
 - S 47: I leave my home/office guilt-free when the electricity is on and unused.
 6. Green counterproductive behavior of unaware of recycling, including
 - S 3: I do not find good waste management in my work environment.
 - S 9: In my workplace, there is no plastic recycling.
 - S 18: The organization I work for has no initiative to recycle paper.
 - S21: The organization I work for does not allow the waste paper to print office work files.
 - S22: I always prefer to use new paper rather than used paper for printing office work.
 - S23: The organization I work does not have space to store used paper.
 - S24: There is a lot of waste paper in my workplace.
 - S48: The organization I work for does not recycle products
 - S49: I am not used to wasting management (e.g. not disposing of waste according to its type).
 - S50: I am not in the habit of utilizing waste according to its use (e.g. utilization of unused plastic bottles).
 - S51: The organization where I work does not instruct the disposal of waste according to its type (dry waste, wet waste).
 - S55: The organization where I work does not socialize on how to utilize waste properly.
 7. Green counterproductive behavior in the form of procedure violations, including
 - S32: I always work outside the SOP (Standard Operation Procedure) in a hurry, causing incidents to occur
 - S43: In my workplace, there is no electricity usage control device.
 - S44: In the organization where I work, there are no procedures for the efficient use of electrical equipment (e.g. air conditioning).
 - S45: There is no energy-saving electricity program in my workplace.
 - S58: In the organization where I work, routine maintenance of office facilities is not done (TV, AC, LCD).
 - S59: In my organization, the performance evaluation system is not applied fairly and consistently (e.g. inconsistent application of regulations).
 - S60: The organization where I work does not socialize the green movement.
 - S71: In my workplace, there are no guidelines for efficient use of space (e.g. using the auditorium for meetings with few people).
 - S72: In my workplace, there are no time guidelines for working efficiently (e.g. long-winded meetings).
 8. Counterproductive green behavior related to the excessive use of plastic, including
 - S8: In my opinion, the use of plastic does not need to be limited.
 - S10: In my opinion, the use of plastic is still reasonable.

- S52: I am a person who favors the use of disposable bottles.
9. Counterproductive green behavior related to resources wastage, including
 - S25: I always use my vehicle for work.
 - S26: The organization does not provide a vehicle to shuttle its employees.
 - S27: I often travel without thinking about the impact of fuel pollution
 - S28: I am more concerned about traveling by vehicle to get things done without thinking about fuel wastage.
 - S29: I prefer traveling by vehicle over walking/bicycling, including
 - S61: I often think about things outside of work while working in the organization (lack of focus)
 - S65: I often forget to finish drinking water that I have opened (glass, bottle).
 - S73: In my workplace, I often waste water and soap.
 - S76: My workplace often wastes food.
 - S77: I often do not finish my food.

 10. Counterproductive green behaviour in the form of water wastage, including
 - S53: I often use excessive water.
 - S62: The organization I work for does not care about excessive water use.
 - S63: I often forget not to turn off the water faucet after use.
 - S64: The organization I work for does not have a water-saving program.
 - S66: The organization where I work does not control water usage.
 - S67: The organization where I work often finds leaking water faucets without anyone trying to fix them.
 - S68: I have a habit of leaving the water on after I have finished using it.
 - S69: In my workplace, water usage is collected using buckets, so that it is often wasted.

 11. Green counterproductive behaviour in the form of unconserved the environment, including
 - S4: I found no supervision on hazardous waste disposal at my workplace
 - S5: In my opinion, it is normal to throw garbage in the river.
 - S12: I have never participated in an environmental awareness movement.
 - S56: The layout of buildings in my workplace usually lacks environmentally friendly aspects.
 - S78: The organization where I work does not use energy-efficient fuels (e.g. solar energy, water energy, wind energy).

 12. Counterproductive green behaviors related to social intolerance, including
 - S7: I think it is common to litter cigarette butts.
 - S31: I think it is normal to smoke in the workplace.
 - S34: I am more concerned about my own needs than the impact of the surrounding environment.

 13. Green counterproductive behavior related to work safety and security, including
 - S30: The organization I work for still uses machines that are not environmentally friendly.
 - S33: I think the room layout in my workplace is unhealthy.
 - S35: In my workplace, the ban on the use of hazardous chemicals has not been promoted.
 - S36: The organization where I work rarely performs machine maintenance, which can endanger employees.
 - S37: In my workplace, the cleanliness of the work environment is not given enough attention.
 - S57: The design of the room in my workplace lacks good lighting and ventilation.

Conclusion

Previous researches categorized green behavior in the work environment in the context of organizations and industries, mostly in Europe and the United States, into five categories: conserving, avoiding harm, transforming, influencing others, and taking initiatives. This research conducts different research by exploring and categorizing negative behaviors, namely counterproductive green, and carried out in the context of industry and organizations in Indonesia. This study has some similar dimensions because of the same item even with a different name such as conserving in this research. This research contributes to the scientific literature because instruments on green counterproductive behavior have not been widely carried out, and even more so with fairly complete items.

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