

SELECTED DETERMINANTS OF COUNTERPRODUCTIVE GREEN BEHAVIORS AT WORK IN POLISH ENTERPRISES

The purpose was to answer the question how green human resources management, perceived organizational support and motivation type impact counterproductive green (called also sustainability) behaviors (CGB/CSB) at work. We also wanted to describe how this impact is moderated by selected demographic variables such as sex, age, type of work, and education. The survey among 798 Polish employees was conducted in 2022. Structural equation modeling (SEM) was used to analyze the empirical data.

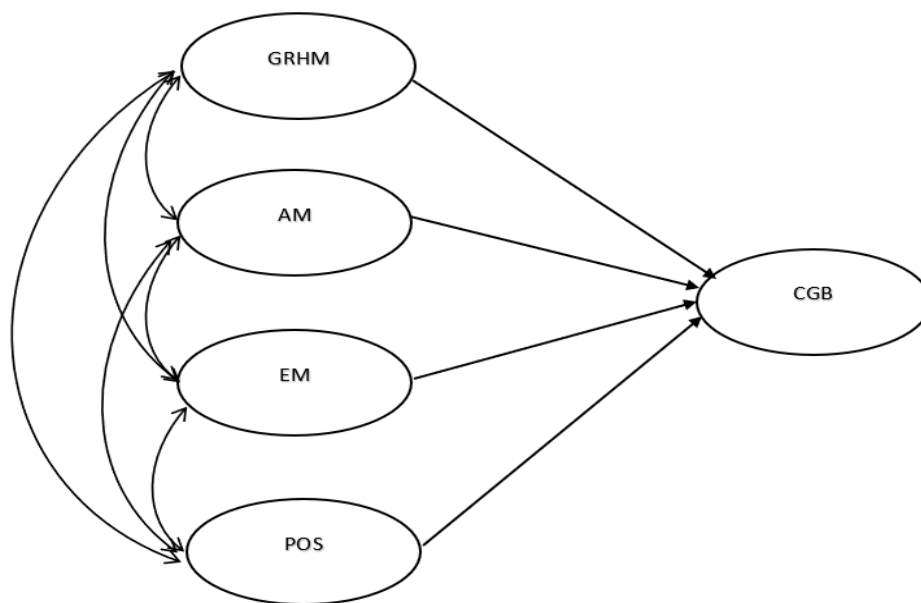


Figure 1 – SEM-model visualization. *Source: own work*

Counterproductive environmental behaviors cover for example: wasting resources, using environmentally unfriendly products, polluting the ecosystem. Employees may harm the environment by voluntarily, eco-unfriendly behaviors (e.g., wastig sources) or by avoiding eco-friendly behaviours (e.g., using proper container) (Paillé & Mejía-Morelos, 2014).

Green HRM (GHRM) represents „those parts of sustainable HR management dealing with the needs that relate to environmental sustainability” (Wagner, 2013, p. 444). The examples of GHRM practices are: training programs, establishing environmental performance indicators in personel assessment or including PEBs in workplace description.

Perceived organizational support (POS) is „an experience based attribution concerning the benevolent or malevolent intent of the organization’s policies, norms, procedures and actions as they affect employees” (Eisenberger et al., 2001, p. 42). It refers to employee’s beliefs that the company supports a work environment that promotes well-being (Paillé & Boiral, 2013), shows concern for the workers, notices well accomplished work and appreciates extra efforts of the staff (Paillé & Mejía-Morelos, 2014).

According to self-determination theory (SDT; Deci & Ryan, 2000) the type of employee motivation determinates the work behaviors. There are two main types of motivation and they can

co-exist: autonomous [AM] (identified or intrinsic) motivation and controlled (external [EM] or introjected) motivation (Ryan & Deci, 2000).

We determined that Green HRM, perceived organizational support and autonomous motivation influenced negatively the counterproductive green behaviors. External motivation influenced positively CGB. There was significant moderating effect of sex for the impact of GHRM on CGB, of age – for the impact of EM on CGB, and of work type – for the impact of POS on CGB.

H. V. Ivanchenko, V. A. Bodnariuk, T. I. Lozovyi research a personnel management on the basis of sustainable development as a component of the organizational and economic mechanism of innovative development of an enterprise. Scientists emphasize the importance of the new technological system and Industry 4.0 when research the behavior of employees at enterprises. They rightly point out the expediency of actively producing flows of innovations, which will allow them to take a stable position in a niche and market segment. The application of the concept of sustainable development, taking into account the trends in the formation of human capital, is appropriate when analyzing the behavior of employees of enterprises that adhere to the principles of "internal green" marketing (H. V. Ivanchenko and others, p. 23).

Kazimierz Mrozowicz investigates motivation, values, cultural features and mutual relations between employees of the enterprise. He calls them elements of the personality system. The scientist rightly emphasizes the analysis of social behavior, the role of individuals. At the same time, it expediently describes the concept of the social role of Newcomb, Turner and Converse (Mrozowicz Kazimierz, p. 12).

Therefore, the application of the principles of socially responsible marketing, "green" communication interaction during the logistics chain promotes more rational behavior of employees at workplaces. This makes it possible to systematically introduce the principles of an "environmentally clean" enterprise that operates within the framework of the marketing concept of sustainable development.

References:

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