

## **Impact of Job Resources on Employee Green Behavior**

An Empirical Investigation Among Employees Work in the Tourist Companies in Erbil- City  
Kurdistan Region of Iraq

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### **Abstract:**

The aim of the current study was to look at job resources manifested by (supervisor support and co-worker support) as a deciding factor in employees' green behaviour in private businesses of tourist companies in Erbil- Kurdistan region –Iraq. The current study used a quantitative analysis approach in which a questionnaire was adapted from academic sources. The researchers distributed 250 questionnaires, but only 235 were returned. In order to achieve the objectives of the study and answer the question the researchers adopted a hypothetical construct reflecting the nature of the correlation and influence relationships between the variables of the study, based on a number of hypotheses which were subjected to a series of statistical tests through the (SPSS Vr. 24), and the results revealed that hypotheses are supported as the independent variable ( job resources) has a strong positive affect on a dependent variable ( employee green behavior). Based on the conclusions, the current study provides number of recommendations such as: managers in tourist companies should properly evaluate employee green behavior, and depend on it for promotional opportunities, payments, and reward, for employees to be encouraged and motivated to participate in green activities in their workplace.

**Keywords:** job resources, supervisor support, co-worker support, and employee green behavior, Tourism companies, Erbil- Kurdistan region- Iraq .

**المؤلف:**

الهدف من الدراسة الحالية القاء الضوء على المتغير المستقل مصادر العمل المتكونة من ( الدعم من المشرف و الدعم من الزملاء في العمل ) كمحدد للسلوك الأخضر من قبل الموظفين في القطاع الخاص في الشركات السياحية في أربيل -إقليم كردستان- العراق. وقد استخدمت الدراسة الاستثنائية كأداة أساس لجمع بيانات و معلومات الدراسة ، وزع الباحثون (250) استثنائية وتم استرجاع (235) استثنائية . فقد تبنى الباحثون بناءً افتراضياً يعكس بوساطته العلاقة بين متغيرات الدراسة وابعادها، وذلك اعتناداً على عدد من الفرضيات التي أخذت، لمجموعة من الاختبارات الإحصائية عبر برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS Vr.24) . بالاعتماد على نتائج فرضيات الدراسة تبني الباحثون عدداً من الاستنتاجات التي كان أبرزها وجود تأثير معنوي قوي للمتغير المستقل (مصادر العمل) في المتغير التابع السلوك الأخضر. وبناءً على الاستنتاجات، توصلت الدراسة إلى مجموعة من التوصيات منها يستوجب على شركات السياحة بالاعتماد على السلوك الأخضر لتقدير الموظفين والأخذ بها في مسائل الترفيق والرواتب والحوافز لاجل تشجيع الموظفين بالتفعيل السلوك الأخضر في مكان العمل.

**الكلمات المفتاحية:** مصادر العمل، الدعم من المشرف، الدعم من زملاء العمل، السلوك الأخضر، شركات السياحية، مدينة أربيل-إقليم كردستان- العراق.

**پوخته:**

ئامانچ لەم لىكۆلەنەمە تىروانىنە لە سەرچاوهى كار كە پىكھاتووه له ( پىشىوانى سەرپەرشتىار وە پىشىوانى ھاۋزىيانى كار ) وەك ئامرازىيەكى بىرياردر لە سەر سەۋەزە رەفتارى فەرمانبەران لە كەرتى تايىەت لە كۆمپانىاكانى گەشت و گۆزار لە شارى ھەولىر- ھەرئىمى كوردىستان - عىراق. لىكۆلەنەمەكە شىكارى چەندىتى بەكار ھىنناوه پالپىشت بە ئامرازى راپرسى كە له چەند سەرچاوهىكى ئەكادىمى وەرگىراون. لىكۆلەنەمەكەن (250) فۇرمى راپرسىيان بلاو كەردىوه تەنھا (235) فۇرم گەراونەتەوە . بۇ وەلامدا نەھەنەمەكەن ئامانچەكەن و بەدەپەنەن ئامانچەكەن ئەنچەنەمەكى دانادە كە رەنگانەمە سەروشى پەيپەنەنەمەكەن و كارىگەرى ئىرمان ئەنچەنەمەكەن و رەھەندەكەن ئەنچەنەمەكەن، ئەھۋەش بە پىشىن بە چەند گەریمانەمەك كە كۆمەلەنەكەن ئەنچەنەمەكەن ئامارى كراون لە رىيگەمى پەزىگەمى ئامارى زانستە كۆمەلەنەتەمەكەن (SPSS v.24). بە پىشىن بە ئەنچەنەمەكەن ئەنچەنەمەكەن ئەنچەنەمەكەن كۆمەلەنەكەن ئەنچەنەمەكەن بەدەستەتەنەنەن كە دىيارتىرينىان بىرىتى بۇو لە بۇونى كارىگەرى مەعنەوى بەھىز گۇراوى سەرەبەخۇر ( سەرچاوهى كار ) لە سەر گۇراوى پاشكۇ ( سەۋەزە رەفتارى فەرمانبەران ). لە رىيگەنى ئەو دەرەنچامانەمە لىكۆلەنەمەكە كۆمەلەنەكەن كۆمەلەنەكەن كۆمەلەنەكەن بەرەنگەرەنەن كە كۆمپانىاكانى گەشت و گۆزار پېۋىستە ھەلسەنگاندىن بۇ فەرمانبەرەكەن ئەنچەنەمەكەن بەكەر بەتىرىت بۇ پلە بەرز كەردىمەوە، موجەپاداشت. وەك ھاندەرىك بۇ بەشدارى كردىن لە جىيەمەجى كردىنى چالاکى رەفتارى سەۋەزە رەفتار لە شوئىتى كاردا.

**كلىله وشە:** سەرچاوهى كار كردىن، پالپىشى سەرپەرشتىار، پالپىشى ھاۋزىيانى كار، سەۋەزە رەفتارى فەرمانبەران، كۆمپانىاكانى گەشت و گۆزار، شارى ھەولىر- ھەرئىمى كوردىستان- عىراق.

## 1. Introduction

Job resources refer to those physical, psychological, social or organisational aspects of the job that either reduce job demands and the associated physiological costs or that are functional in achieving work goals or stimulating personal growth, learning and development (Schaufeli & Bakker (2004). Job resources are not only necessary for dealing with job demands and getting things done, but are also important in their own right (Hobfoll 2002). Job resources can play an intrinsic motivational role in fostering individual growth, learning and development, or through an extrinsic motivational role that helps individuals achieve working goals with an up to date behavior to be in a line with the ethical, environmental rules and standards. Employees are one of the most important assets in the organizations because they are the ones who deal with the resources and can benefit organizations directly by conserving resources and energy for cost reduction and indirectly by

preserving the natural environment for organization (Kim et al, 2017). Now a days green behavior has become a common striving for companies and employees as a behavior to help both the organization and the environment (Zhang et al,2021). For meeting the basic needs and expectations (Al-jaf et al, 2020).

Green behavior refers to “discretionary employee actions that contribute to the environmental sustainability of the employer organization but are not under the control of any formal environmental management policies or system” (Kim et al, 2017: p. 3). Companies are encouraged by the pressure of environmental protection promotion to adopt green behavior as much as possible in specific work processes within the organization (Zhang et al, 2021). To achieve sustainable development of environment, organizations heavily depend on the behaviors of their employees (Chen et al 2021).

### **1.1 The Study Problem**

Environmental sustainability is emerging as a critical component of corporate existence in the 21st century (Norton et al, 2015). As the researchers follow-up on the tourism companies in the city of Erbil, Iraqi Kurdistan Region, noted that there is not a clear realizing for the importance of environmental concept and consideration in their behaviour. This might be due to the lake of providing up to date job resources in terms of supervisor support and co-worker support toward developing employee green behaviour in the work place. Based on the above, the study problem can be formulated with the following research questions:

**Do job resources affect employee green behaviour in tourist companies in Erbil city?**

### **1.2 The significance of the study**

The importance of the study variables examined is part of critical management phenomena. This study focuses on two important variables that have a significant impact on employees as one of the most important asset in work environment which examines the impact of job resources in order to achieve the employee green behavior

The importance of this research is to support decision makers in tourist companies to indicate the role of job resources in fostering employee green behavior. Companies are seeking to find new mechanisms to improve employee outcomes for competitiveness in the light of local and global environmental challenges, as a requirement for sustainability in the provision of tourist services as well as in the fields of development and benefit.

The current study therefore seeks to provide the significance of job resources in order to encourage businesses to produce high-level employees to face competitive and sustainability changes when they practice the green policy.

### **1.3 The study objectives**

The primary aim of this paper is to analyze job resources manifested by (supervisor support and co-worker support) in employees' green behavior in the tourist companies in the city of Erbil. This objective can be achieved through the following:

1. To present a framework for job resources (supervisor support and co-worker support) and employees' green behavior. This aims to clarify the impact of job resources on the employee green behavior in the tourism company in the city of Erbil.
2. To presenting a model of the study system that measures the correlation and effect of job resources on employee green behavior in the tourism companies in Erbil- Kurdistan region- Iraq.
3. To provide Recommendations that can be formulated and given by producing outcomes in order to support decision makers to encourage the job resources in the tourist companies to achieve and develop employee green behavior in the in tourist companies in Erbil city.

## 2. Literature reviews

### 2.1 Job resource

J.R can be defined as the extent to which individuals have the means at their disposal in their immediate work situation to fully utilize their relevant abilities and motivation to accomplish work-related goals (Rousseau & Aubé, 2010). Capture aspects of employees' job that help them to achieve their work goals and stimulate their personal growth and development (Buchs, 2014). Job resources refer to those physical, psychological, social, or organizational aspects of the job that either/or (1) reduce job demands and the associated physiological and psychological costs; (2) are functional in achieving work goals; (3) stimulate personal growth, learning and development. Hence, resources are not only necessary to deal with job demands and to 'get things done,' but they also are important in their own right (Schaufeli & Bakker, 2004).

Resources needed by individuals to perform their tasks may include equipment and tools, materials, facilities, support services, space, and time (Rousseau & Aubé, 2010). These resources are generally beyond the control of employees in the sense that they have to deal with the resources at hand.

Schaufeli and Bakker (2004) propose four categories of job resources, which mirror the three groups of job demands: physical, social, organisational, and psychological. Physical resources are material resources (such as computers and copy machines) that directly help employees with performing job-related tasks. Social or relational resources are embedded in employees' relationships with other organisational members, such as the level of social support received by supervisors or colleagues. Organisational resources are provided by the organisation in general, including financial rewards and recognition. Psychological resources originate from employees themselves, including personal characteristics such as their level of optimism or self-control.

Moreover, when job resources are inadequate, employees may be more or less able to compensate for them (Rousseau & Aubé, 2010). Therefore, a lack of job resources makes it more difficult for employees to complete their tasks and may limit performance to levels below their full potential and pursue their career and organizational goals.

### **2.1.1 Supervisor support:**

is interpreted as formal interventions to sustain employees' functioning in the organizational setting because supervisors are in position of authority over employees (Rousseau and Aubé, 2010). Help and support employees (Faraj et al, 2021). Through establishing a strong foundation for employees by providing knowledge, information, necessary training program that boost employee's (Sadeq et al, 2021), and organization's (Ahmed and Faeq, 2020) outcome.

### **2.1.2 Coworker support:**

are employees' colleagues who are at the same level of hierarchy and interact with them on work-related issues (Rousseau and Aubé, 2010). Coworker support is likely to be perceived as informal because they are at the same level and there is no authority relationship with colleagues. Moreover, coworkers perform the same kind of work or complementary tasks. By experiencing similar situations at work, coworkers may provide focused situation-related support (Rousseau and Aubé, 2010).

Considering these distinctions between supervisors and coworkers, the support provided by each of these two sources may have a unique effect on employees' behavior.

## **2.2 Employee green behavior**

EGB also known as "environmentally friendly behavior, pro-environmental behavior" (Yang, 2019). Refers to "involving personal initiative that exceeds organizational expectations" (Norton et al., 2015). It's related to activities such as prioritizing environmental interests, initiating environmental programs and policies, lobbying and activism, and encouraging others. As well as any behavior that contributes to the environment in a positive way or minimizes harm to the environment (Norton et al., 2015; Yang, 2019). With the implementation of enterprise sustainable development strategy, increasing attention has been paid to the green behavior of employees in the workplace ([Norton et al., 2015](#)). Green behavior has become a common endeavor for companies and employees as a behavior to help both the organization and the environment (Zhang et al, 2021). According to (Chen et al, 2021) green behavior not only benefits organizations directly by conserving resources and energy for cost reduction and indirectly by preserving the natural environment for organizational sustainability. But also this behavior helps employees obtain task rewards, enhances job satisfaction, and has a positive impact on employees' professional, physical, and mental health development (Zhang et al, 2021).

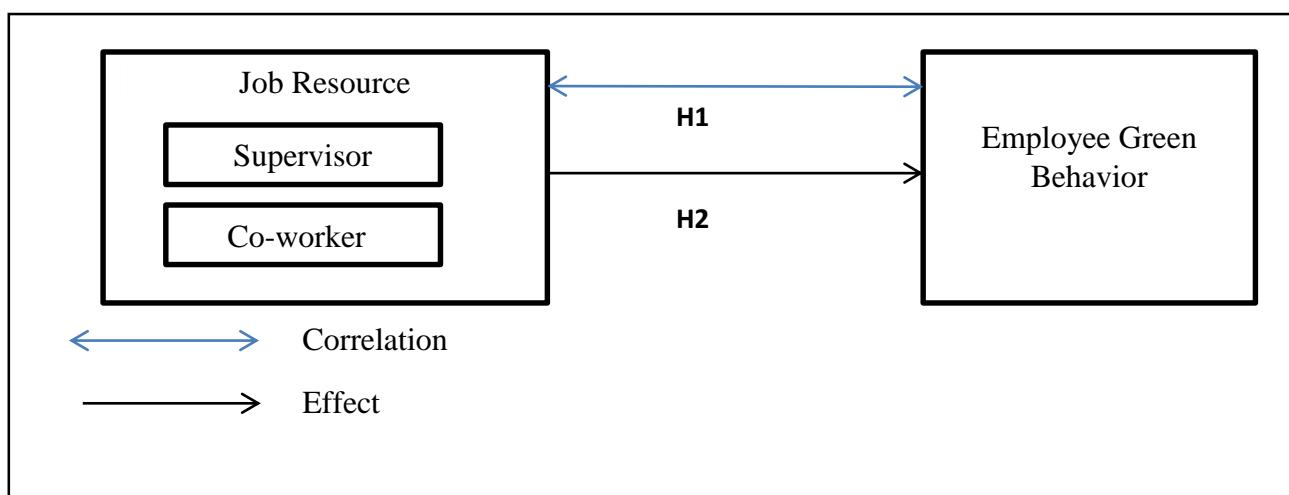
## **2.3 Job Resources and Employee Green Behavior**

According to SET, "social exchange relationships tend to involve the exchange of socioemotional benefits. They are associated with close personal attachments and open-ended obligations" (Crapanzano et al., 2003, p. 161). social exchanges are based on trust and unspecified future obligations (Konovsky and Pugh, 1994). If employees find that management in tourist companies provide supports and quality relationship in the form of supervisor support, and coworker support, they feel obliged to respond via elevated levels of green behavior. Job resources are one of the most important resources in the work place especially in the tourist sector that let employees to accumulate them and display excellent service quality and behave in a positive way that affect their organization

and environment at a long term. There are several studies that test the effect of job resources on employee job performance (Karatepe, 2012); work engagement (Bakker et al, 2014); employee wellbeing (van den Tooren, & de Jong, 2014; Nielsen et al, 2017) and organizational performance (Kumar & Murugaiah, 2020); organizational support on employee green behavior (Norton et al., 2014); supervisor support on pro-environmental behavior (Gkorezis, 2015); and responsible leadership affects employee green behavior (Yang, 2019). Little is known about the association between job resources and employee green behaviour. Thus the current study try to fill aforementioned gap in literature.

## 2.4 Conceptual framework

Fig.1: Conceptual framework



**Figure (1) Theoretical framework (Source: proposed by researchers).**

## 2.5 Study Hypotheses:

H1: There is a strong positive correlation between Job resources and employee green behaviour in tourist companies in Erbil city- Kurdistan region- Iraq.

H2: Job Resources have a positive significant effect on employee green behavior in tourist companies in Erbil city- Kurdistan region- Iraq.

## 3. Methodology

This paper based on a quantitative method, in order to collect of the required data as follows. First of all, primary sources were prepared for this reason based on the data obtained from the research sample via a questionnaire. Secondary sources, such as books and related scientific articles, were used to cover the theoretical part of this analysis. Two sections consist of the questionnaire used as a method to collect primary data. In the first segment job resource measured through two sub variables: (a) coworker support by five items taken from Hammer, Saksvik, Nytrø, Torvatn, and Bayazit (2004). (b) Supervisor support consisted of (five items) taken from Karasek, Triantis, and Chaudhry (1982). Second section measured employee green behavior (six items) taken from Chen, Jiang, X, and Gao (2021). The Five- Likert scale is the basis for the questionnaire: strongly agree (5),

agree (4), uncertain (3), disagree (2), and strongly disagree (1). The statistical software (SPSS) has been used in different statistical tests to evaluate the questionnaires. The researchers distributed the questionnaire based on random sampling method to (250) employees who work in tourist companies in Erbil- Kurdistan Region-Iraq just (235) were returned.

#### 4. Results and Outcomes

4.1 KMO and Bartlett Sphericity Test AND Reliability of the questionnaire:

**Table 1: KMO and Bartlett Sphericity Test of Self-rating Items**

Factors	No of items	Sample	KMO	Bartlett test	
				Chi- Square	Sig
Supervisor support	5	235			
Coworker support	5	235			
Employee green behavior	6	235	0.85	4378.7	0.0000

Source: by resesrchers

As we can see in table (1), the result of KMO is .85 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 4378.7 with the significant level .000.

**Table 2: Reliability analysis**

Reliability Statistics		
Factor	Cronbach's Alpha	No of Items
Supervisor support	.805	5
Co -worker support	.873	5
Employee green behavior	.754	6

Source: by researchers from SPSS

As seen in table (2), the reliability analysis for 16 items used to measure the influence of job resources (Co-worker support and Supervisor support) on employees green behavior. The above 16 questions were distributed as follow; 5 items for co-worker support, 5 items for supervisor support, and (6) items for employees green behavior. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for Coworker support was found the Alpha to be .805 for 5 questions which indicated that all 5 questions used to measure coworker support were reliable for the current study, as for supervisor support was found the Alpha to be .873 for 5 questions which indicated that all (5) questions used to measure supervisor support were reliable for the current study, and finally as for employees green behavior was found the Alpha to be .754 for (6) questions which indicated that all 6 questions used to measure employees green behavior were reliable for the current study.

## 4.2 Testing Study Hypotheses

### 4.2.1 Correlation Analysis

**Table 3: The correlation analysis between job resources and Employee green behavior**

	Employee green behavior	Sig	N
Job resources	0.613	0.000	235

*Source: by researchers depending on SPSS*

As it can be seen in table (3), the correlation analysis between job resources and employee green behavior. The finding revealed that the value of Pearson correlation ( $r= .613 **$ ,  $p<0.01$ ), between job resources and employees green behavior this indicated that there is positive and strong correlation between job resources and employee green behaviour in tourist companies in Erbil city- Kurdistan region- Iraq.

**Table (4) The correlation analysis between sub dimensions of job resources and Employee green behavior**

	Employees' green behavior	Sig	N
Supervisor support	0.673	0.003	235
Coworker support	0.711	0.001	235

*Source: by Researcher*

As it can be seen in table (4), the correlation analysis between sub variables of job resources (supervisor support and co-worker support) and employee green behavior. The finding revealed that the value of Pearson correlation ( $r= .673 **$ ,  $p<0.01$ ), between supervisor support and employee green behavior this indicated that there is positive and strong correlation between supervisor support and employee green behaviour in tourist companies in Erbil city- Kurdistan region- Iraq.

The finding shown that the value of Pearson correlation ( $r= .711 **$ ,  $p<0.01$ ), between co-worker support and employee green behavior this indicated that there is positive and strong correlation between co-worker support and employee green behaviour in tourist companies in Erbil city- Kurdistan region- Iraq.

#### 4.2.2 Multiple Regression Analysis

**Table (5) Multiple Regression Analysis**

Models	Fixed Effects Model			
		Coefficient	T-ratio	P-value
Model (H2)	Const	10.353	1.231	.0001
	Beta	.566		.0002
	Size		.6731	.0001
	R <sup>2</sup>		.634	
	F-Value		21.3786	
	Durbin-Watson		1.762	

\* significant at 0.10, \*\* significant at 0.05 and \*\*\* significant at 0.01 level

Source: by researchers depending on SPSS

The results show in table (5) that job resources have a significant positive influence on employee green behavior at 5% level. Moreover, beta value is higher than .001. The model have high adjusted R<sup>2</sup> (.634) indicating the ability of the model explaining the variation of employees' green behavior due to variation of independent variables is high. The F- value shows that the explanatory variables are jointly statistically significant in the model and the Durbin- Watson (DW) statistics reveals that there is no autocorrelation in the models.

#### 5. Discussion and conclusion:

The aim of this current study was to look at job resource manifested by (supervisor support and co-worker support) as a deciding factor in employees' green behaviour in private businesses of tourist companies in Erbil- Kurdistan region – North Iraq. The researchers used multiple regression analysis to measure the established research hypotheses, and the results revealed that there is a strong correlation between job resources and employees' green behaviour as well as job resources have a strong positive significant effect on employee green behaviour among employees who work in tourist companies in Erbil city- Kurdistan region- Iraq. These results are in a line with the other studies like (Kim et al., 2014; Norton et al. 2014; Yang, 2019) have suggested that green behavior will be magnified in the interpersonal interaction of the organization, and job resources like supervisor support, and co-worker support will undoubtedly play a vital role.

## 6. Recommendation

Nowadays most of the nongovernmental organizations encourage the companies to behave in such a way that take the environmental issues in their considerations, Broadly speaking tourist companies need to share the concept and benefits of green behavior among their employees through providing training programs in order to effectively and successfully implement their green policy.

Moreover, managers in tourist sector should properly appraise employee green behavior, and depend on it for promotional opportunities, payments, reward, for employees to be encouraged and motivated to participate in green activities in their workplace.

Mangers in tourist companies need to adopt a suitable leadership style such as servant leadership and resonant leadership style which their primer task is to support their employees and create work environment that strengthen the relation among employees and provide support whenever needed in order to boost employees performance and motivates employee's positive behaviour such as green behaviour in the work place.

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