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The Mediating Role of Green Transformational Leadership in the Effect of Green Organizational Culture on Organizational Commitment

Gazi KURNAZ*

ABSTRACT

In the previous literature, there is no similar study examining the mediating effect of green transformational leadership (GTL) on the effect of green organizational culture (GOC) on organizational commitment (OC). Thus, this study contributes to this research gap and develops a creative research framework for organizations to develop green environmental consciousness. The aim of this study is to determine the mediating effect of GTL on the effect of GOC on OC. Data was collected from manufacturing enterprises operating in Mardin province for this purpose. The data collection method was convenience sampling, which is a non-random sampling method. The valid 388 questionnaires collected from the participants were used in the analysis. Structural equation modeling (SEM) approaches were used to analyze the data. The results of the analysis indicate that GOC has a significant positive effect on OC and GTL. In addition, the study found that GTL has a partial mediating effect on the effect of GOC on OC.

Key Words: Green Organizational Culture, Organizational Commitment, Green Transformational Leadership

JEL Sınıflandırması: M1, M10, M14

Yeşil Örgüt Kültürünün Örgütsel Bağlılık Üzerindeki Etkisinde Yeşil Dönüştürücü Liderliğin Aracılık Rolü

ÖZ

Literatür incelendiğinde, yeşil örgüt kültürünün örgütsel bağlılık üzerindeki etkisinde yeşil dönüştürücü liderliğin aracılık etkisini inceleyen benzer bir çalışmaya rastlanılmamıştır. Bu nedenle bu çalışma, bu araştırma boşluğunu doldurarak, işletmelere yeşil çevre bilinci geliştirmede yaratıcı bir araştırma çerçevesi geliştirmektedir. Bu çalışmanın amacı, yeşil örgüt kültürünün örgütsel bağlılık üzerindeki etkisinde yeşil dönüştürücü liderliğin aracılık etkisinin belirlenmesidir. Bu amaç kapsamında Mardin ilinde faaliyet gösteren üretim işletmelerinden veriler toplanmıştır. Araştırmada tesadüfi olmayan yöntemlerden kolayda örneklem yöntemiyle veriler elde edilmiştir. Katılımcılardan toplanan geçerli 388 anket analizlerde kullanılmıştır. Araştırma için toplanan veriler, Yapısal Eşitlik Modellemesi teknikleri ile analiz edilmiştir. Analiz sonucunda; yeşil örgüt kültürünün örgütsel bağlılık ve yeşil dönüştürücü liderlik üzerinde pozitif yönde anlamlı etkilerinin olduğu sonucuna ulaşılmıştır. Ayrıca çalışmada yeşil örgüt kültürünün örgütsel bağlılık üzerindeki etkisinde yeşil dönüştürücü liderliğin kısmi aracılık etkisinin olduğu saptanmıştır.

Anahtar Kelimeler: Yeşil Örgüt Kültürü, Örgütsel Bağlılık, Yeşil Dönüştürücü Liderlik

JEL Classification: M1, M10, M14

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INTRODUCTION

The growth of the world's population has resulted in the unsustainable exploitation of natural resources. Ecological issues, pollution, and climate change are caused by the unthinking consumption of resources. These concerns are presented as critical challenges that must be addressed by companies whose ability to continue operations depends on the availability of their resources. These issues are essentially emerging as societal agendas (Kerse et al., 2021). In addition to being an environmental imperative, sustainability is now regarded as a crucial competitive advantage that enables organizations to achieve their long-term objectives. As asserted by Köşker and Gürer (2020), contemporary organizations are obliged to disseminate environmentally friendly content in order to adapt to the ever-changing competitive landscape in today's global marketplace. In order for organizations to fulfill their social and environmental obligations, to embrace sustainability principles, and to meet their environmental commitments, it is essential that they cultivate a green corporate culture. By increasing employees' understanding of environmental issues, GOC facilitate organizations' achievement of superior environmental performance (Chen and Chang, 2013).

The results of the literature show that a green strategy is prevalent in all business operations, including marketing, production, and green human resource management. As a result, the idea of "green" has become increasingly popular in the management and organizational behavior literature (Chen et al., 2014; Deif, 2011; Mittall and Sangwann, 2014). In light of this, it is clear that companies that want to produce green products must have an innovative organizational culture and management style. It is crucial for the environment that an organization's green manufacturing practices are extended to other company operations and integrated into the organizational culture and business strategy (Kaplan, 2023).

As defined by Nemli (2001), green production represents "an approach utilized by companies that integrate the natural environment as a pivotal element in their decision-making processes, endeavor to minimize or eliminate ecological damage in their activities, modify the design, packaging, and production processes of products in this context, and strive to embed the philosophy of protection and continuity of the ecological environment within the corporate culture, while upholding their social responsibilities" (Köşker and Gürer, 2020). Azizan et al. (2023) posit that the successful operationalization of green management methods confers a number of benefits to businesses, including the reduction of environmental damage, the enhancement of environmental outcomes, and the generation of substantial financial gains.

The influence of organizational culture on the conceptualization of management within organizational contexts is a multifaceted phenomenon. These findings are also corroborated by prior studies in the literature. As posited by Shahriari et al. (2023), the management style of an organization serves to gradually shape the culture of its employees. As asserted by Bitici et al. (2004), "organizational culture and management style in companies are linked throughout the life cycle of the performance measurement system." As posited by Afum et al.

(2020), GOC and environmental management strategies serve as pivotal predictors of environmental performance. In their 2022 study, Imrann and Jingzu demonstrated that green innovation exerts a direct and indirect influence on organizational performance via GOC. In the contemporary workplace, where there is an increasing demand for competent employees, it is of paramount importance for organizations to prioritize their employees' OC. A review of the literature reveals that several factors influence OC. To illustrate, Kaplan (2023) demonstrated that OC is markedly influenced by GOC. As posited by Shahriari et al. (2023), OC is directly and indirectly correlated with GOC. Asmui et al. (2016) posit that an understanding of the relationship between OC and green culture is crucial for organizations to achieve productivity and competitiveness. Green leaders, or GTL, are individuals who demonstrate awareness and concern about environmental issues, recognize the sensitivity of their employees to such matters, model green behaviors for their subordinates, establish and enforce environmental goals, and provide support for subordinates in achieving these goals (Kerse et al., 2021).

As posited by Afsar et al. (2020), ethical leadership represents the conduit through which GTL exerts its beneficial influence on OC. Örucü and Zeybek (2023) posit that GTL has a significant and positive effect on employees' propensity to engage in innovative behavior. In a separate study, Çop et al. (2021) discovered that green team resilience and green work commitment were positively influenced by GTL. In a separate study, Keskes et al. (2018) reported that OC is positively impacted by GTL. Therefore, employees will demonstrate increased loyalty to the organization when their leaders utilize a GTL style. A review of the literature reveals that several studies (Shahriari et al., 2023; Nurfitriyana and Muafi, 2023; Asmui et al., 2016; Kaplan, 2023; Mokhtar et al., 2016) have addressed the interrelationship between OC and GOC. This empirical study examined the mediating effect of GTL on the effect of GOC on OC. In the theoretical section of the study, the concepts of GOC, GOB, and OJ, as well as the hypotheses, are discussed based on the existing literature. The results of the quantitative analyses are presented in the research section.

I. LITERATURE ANALYSIS and DEVELOPMENT of HYPOTHESES

A. Green Organizational Culture and Organizational Commitment

An organization's rules and criteria that define how its members should behave constitute an integral aspect of its organizational culture. As defined by Shahriari et al. (2023), a "GOC" is a context in which participants work together to achieve green business goals, form strong interpersonal bonds, and develop a common vision based on cutting-edge environmental technologies. A set of shared core beliefs about ecological issues and environmental management is referred to as a GOC. This term is used in the literature to describe an organizational culture that is oriented towards green practices and sustainable development. (Tahir et al., 2019; Marshall et al., 2015; Chenn, 2011; Schein, 2010). According to Mokhtar et al. (2016), GOC is defined by researchers as the level of employee engagement with environmentally responsible norms and practices. A review of the literature

reveals a robust correlation between OC and GOC (Azizan et al., 2023; Asmui et al., 2016; Kaplan, 2023; Mokhtar et al., 2016; Nurfitriyana and Muafi, 2023). In a study published in 2023, Kaplan examined the relationship between OC and GOC in the context of manufacturing. Additionally, a notable positive correlation was observed between OC and job satisfaction. Mokhtar et al. (2016) posit that individuals who espouse GOC are also profoundly dedicated to their occupations and organizations, citing the salutary effects of an environmentally conscious culture on employees. In contrast to the findings of other researchers, Nurfitriyana and Muafi (2023) suggest that OC is not significantly affected by a GOC.

Azizan et al. (2023) investigated the impact of GOC and identity on job satisfaction as a measure of OC. The study indicates that job satisfaction exerts a positive influence on OC as a consequence of GOC and identity. Asmui et al. (2016) posit that an understanding of the relationship between OC and green culture is crucial for organizations to achieve productivity and competitiveness. The researchers examined the relationship between GOC and OC in this particular setting using information collected from college academic and non-academic staff. The majority of non-academic males and participants with less than ten years of experience concur with the researchers' findings that there is a strong and meaningful correlation between green culture in the workplace and OC (Kaplan, 2023). The extant literature indicates that an organization's commitment to green practices is positively and significantly determined (Shahriari et al., 2022; Karia and Ahmad, 2000; Anderson and Martin, 1995; Brunetto and Farr-Wharton, 2002; Recardo and Jolly, 1997). In line with the above information, the following hypothesis is proposed:

H1: GOC has a significantly positive effect on OC.

B. Green Organizational Culture and Green Transformational Leadership

In the business sector, the relationship between green organizational citizenship (GOC) and green supply chain management (GTL) is of paramount importance with regard to environmental awareness and sustainability. An organization's acceptance and implementation of the concepts of environmental sustainability and social responsibility are contingent upon a GOC. This culture fosters greater awareness among employees and management of environmental issues and aligns company procedures and decision-making processes with these values (Chen et al., 2014). The fundamental principles of a GOC include the reduction of environmental impact, the control of waste, the protection of natural resources, and the acceptance of social and environmental responsibility. GTL constitutes a strategy that is conducive to and facilitates the advancement of environmental sustainability objectives. Transformational leaders prioritize the mitigation of environmental impacts through the implementation of innovative organizational changes. Furthermore, in addition to achieving environmental objectives, green transformational leadership (GTL) aims to direct stakeholders and employees towards these goals (Chen and Chang, 2013; Hadi and Rasool, 2017).

The research literature indicates a significant correlation between GOC and GTL. As posited by Chen and colleagues, GTL exerts a beneficial influence on green performance, green self-efficacy, and green consciousness. (2014). In a separate study, Sobaih et al. (2022) demonstrated how GTL can motivate individuals within an organizational setting to engage in environmentally responsible actions. The influence of transformational leadership on OC among textile workers was investigated by Ayaz and Awais (2023). It is anticipated that the research will substantiate OC by illustrating the GTL attributes of business leaders and will further advance the investigation of the interrelationship between TL and OC in scientific contexts with diverse variables. The mediating effect of OC on the influence of GOC, GTL, and job satisfaction on organizational citizenship behavior was examined by Nurfitriyana and Muafi (2022). As posited by Farrukh et al. (2022), green human resource practices exert a positive influence on pro-environmental behaviors, operating as a mediating factor in the relationship between GTL. Furthermore, environmental knowledge serves as a moderating factor in the relationship between the promotion of pro-environmental behaviors and GTL. The results of the study indicated that OC was not significantly affected by the GTL structure. In accordance with the explanations given above, the following hypothesis is proposed:

H2: GOC has a significantly positive effect on GTL

C. Green Transformational Leadership and Organizational Commitment

As posited by Meyer and Allen (1993), OC represents an emotional state that defines an employee's dedication to the organization and shapes their decision to remain with or depart from the organization. Organizational commitment (OC) is a measure of the extent to which an employee identifies with and is dedicated to a particular organization (Mowday et al., 1979; Efeoğlu et al., 2021). The research on OC has been defined in different dimensions according to the perspectives of the researchers involved. The most commonly used classification is that proposed by Allen and Meyer (1990), as evidenced by Kalfaoğlu et al. (2018). Allen and Meyer's paradigm for explaining OC is comprised of three components: emotional, continuance, and normative commitment. Emotional commitment can be defined as the willingness of employees to remain with the organization of their own volition and out of emotional attachment. The perspective of employees who view their continued employment with the organization as a duty within the parameters of their cost and investment to the organization is known as continuance commitment. Those who perceive membership in the organization as obligatory are said to exhibit a normative commitment (Allen & Meyer, 1993).

As demonstrated by Keskes et al. (2018), OC is demonstrably and significantly influenced by GTL. This suggests that the implementation of GTL styles in the context of environmental issues may serve to enhance employee loyalty to the organization. Liu and Yu (2023) have demonstrated that organizational citizenship and commitment are significantly impacted by GTL. The impact of GTL on employee innovativeness has been examined by Örucü and

Zeybek (2023). The findings of the study indicate that OC has a significant and positive impact on employees' propensity to engage in innovative behavior, particularly in the context of affective and normative commitment. Conversely, employees' innovativeness is significantly and negatively affected by continuance commitment. Moreover, the study revealed that employees' innovativeness was positively and significantly influenced by transformational leadership.

Ayaz and Awais (2023) examined the effect of GTL on OC of textile workers. The findings of the study showed a robust and statistically significant positive relationship between textile workers' OC and GTL style. The study recommends that future research should consider additional variables such as job satisfaction, rewards, and benefits to more fully understand employee OC. The impact of green job satisfaction, GTL, and GOC on organizational citizenship behavior was examined by Nurfitriyana and Muafi (2022). The research showed that there was no discernible effect of GTL structure on OC. According to Afsar et al. (2020), ethical leadership is a mediating factor between the good effects of GTL and OC. Employees' OC can be increased when leaders use GTL approaches in their teams. In line with the above literature review, the following hypothesis is proposed:

H3: GTL has a significantly positive effect on OC.

D. The Mediating Role of Green Transformational Leadership

GTL is a style of leadership that motivates followers to perform beyond the expected level of environmental performance in order to achieve environmental targets (Chen and Chang, 2013). In addition to the characteristics covered by the TL approach, GTL is a leadership model that aims to protect the environment and provide essential behaviors as a result. GTL endeavors to prioritize high-level environmental values, elucidate the technical terminology associated with green business, and accentuate the environmental values espoused by the organization (Torun, 2023: 33). The relationship between GOC and OC has been investigated in several studies (Azizan et al., 2023; Kaplan, 2023; Mokhtar et al., 2016; Nurfitriyana and Muafi, 2023; Asmui et al., 2016). GOC and GTL have been found to be related (Chenn and Chang, 2013; Ayaz, and Awais, 2023; Sobaih et al., 2022; Nurfitriyana and Muafi, 2022). The following studies were found in the literature (Liu and Yu, 2023; Keskess et al., 2018; Afsar et al., 2020; Shahriari et al., 2023; Ooi and Arumugam, 2006). These studies discuss GTL and OC. However, there isn't any research in the literature on the relationship that exists between OC and GOC. In this context, it is believed that the study will contribute to the literature. Kaplan (2023) concluded that job satisfaction mediates the relationship between GOC and OC.

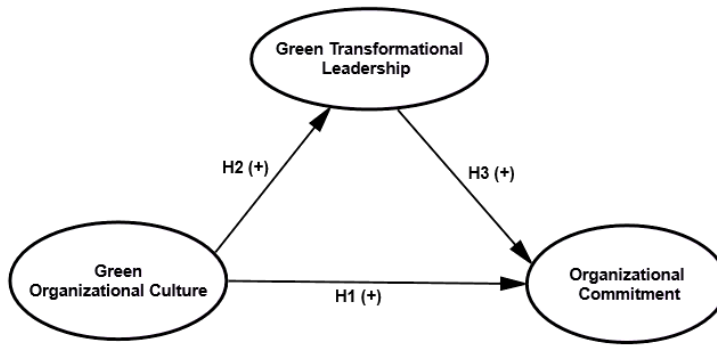
Tuna and Yıldız (2023) examined the impact of green thinking and leadership GTL on employee green behavior and job performance. The findings of the study indicate that GTL has a beneficial impact on employees' green behavior and job performance. As evidenced by the findings of Park and Doo (2020), OC and job satisfaction are directly influenced by the human resource practices and organizational culture. Job satisfaction exerts an indirect effect on OC. The

mediating effect of GOC and green consciousness on the effect of GTL on green creativity was examined by Srivastava et al. (2024). The findings of the study indicate that GOC and green consciousness exert a positive serial mediation effect on the relationship between GTL and green creativity. Shahriari vd. (2022) examined the mediating role of job satisfaction in the effect of GOC on OC. In the research, there is a direct correlation between GOC and OC through job satisfaction. In accordance with the above findings, the following hypothesis is proposed:

H4: GTL mediates the effect of GOC on OC.

The framework for this study consists of three constructs. The independent variable in the model is GOC. The mediating variable is GTL, and the dependent variable is OC. The structural model developed in the research is shown in Figure 1

Figure 1. Research Framework



II. RESEARCH METHODOLOGY

In this study, the mediating role of GTL in the effect of GOC on OC was examined. In this quantitative research design study, the questionnaire technique was used as a data collection tool. The variables included in the study are demographic characteristics, GOC, OC, and GTL. The ethical permission of this study is based on the decision of Mardin Artuklu University Ethical Evaluation Board on 18.01.2024 with the number 2024/8-5. In this study, employees' views of green transformative leadership were measured using the six-item, unidimensional GTL scale created by Chen and Chang (2013). The GOC scale was created by Mishra and Denison in 1995. The scale consists of six-items. It was applied in this paper according to the adaptation of Shahriari et al. (2023). The OC scale, Shahriari et al. (2023) adapted the scale from Meyer et al. (1990) and used it in their study. Questionnaire items were measured using a five-point Likert scale from 1 to 5, ranging from "strongly disagree" to "strongly agree."

Employees of manufacturing companies in Mardin province are the population of the research. Using a convenience sampling technique, 388 questionnaires were returned. The sample size is adequate for a scientific study (Altunışık et al., 2007; Hair et al., 2016). The SEM techniques were used to examine the data collected in the research. The skewness and kurtosis values of the measures, which are between -2 and +2, indicate that the data have a normal distribution. Therefore, parametric tests were used in the study (Tabachnick and Fidell, 2001). The descriptive statistics for the sample were as follows. Males comprised 66% of the participants. A total of 58% of the participants were between the ages of 26 and 40. An analysis of the participants' fields of work revealed that 32% work in the equipment and metal industry, 24% in the textile industry, and 19% in the food industry. An analysis of the participants' educational backgrounds shows that 21% have completed high school and 34% have earned an associate's degree. An analysis of the work experience of the participants shows that 47% of them have work experience between 6-15 years.

III. FINDINGS

A. Evaluation of Measurement Model

In this study, there are three structures as "GOC, OC and GTL". Table 1 shows the correlation matrix, mean and standard deviation" for these variables. According to the results of Table 1, it can be concluded that there is a positive relationship between the variables of GOC, OC and GTL. The results of the factor studies for OC, GTL, and GOC are also shown in Table 2. In this study, each construct can only be categorized under one factor. The questionnaire items were designed based on previous research. The questionnaires were pretested before being sent to the participants. Therefore, this study's measurement can be said to meet acceptable content validity standards (Chen et al., 2014). In addition, there are two approaches to the verification of the reliability of the measurement.

The first approach, which is a measure of reliability, is to evaluate the loads on each of the structural components. The loadings (λ) of all elements of the three constructs reported in Table 3 are significant in terms of the quality of the measurement model. The second approach, Cronbach's alpha, is a different measure of reliability. The Cronbach's alpha values for the three structures are listed in Table 3 below. In general, it is expected that the minimum requirement for the Cronbach's alpha coefficient in studies will be 0.70. Table 3 shows that the Cronbach's alpha values are 0.84 for GOC, 0.81 for OC and 0.81 for GTL. Since the Cronbach alpha values of all constructs in this study are above 0.70, it is considered that the measurement model in this study shows a good fit and is within acceptable standards (Fornell and Larcker, 1981).

Table 1. Means (M), Standard Deviations (SD), and Correlations of the Constructs.

Constructs	M	SD	1	2	3
1. GOC	3.34	0.82	1		
2. OC	3.32	0.75	0.608**	1	
3. GTL	3.36	0.73	0.624**	0.544**	1

Notes: n = 388; * p < 0.05; ** p < 0.01.

Table 2. Results of Factor Analyses of the Scales

Constructs	Items	Factors	Accumulation percentage of variation explained
1. GOC	6	1	48.0%
2. OC	4	1	43.0%
3. GTL	6	1	58.0%

Table 3: Results of the Research Measurement Model.

Constructs	Items	Factor Loading	Cronbach's Alpha	CR	AVE
Green Organizational Culture	GOC1.	0.760	0.84	0.88	0.71
	GOC2.	0.741			
	GOC3.	0.720			
	GOC4.	0.695			
	GOC5.	0.620			
	GOC6.	0.610			
Organizational Commitment	OC1	0.770	0.81	0.85	0.65
	OC2	0.711			
	OC3	0.702			
	OC4	0.725			
Green Transformational Leadership	GTL1	0.715	0.81	0.83	0.67
	GTL2	0.682			
	GTL3	0.676			
	GTL4	0.632			
	GTL5	0.615			
	GTL6	0.620			

Note: n = 388; * p < 0.05; ** p < 0.01. CR: Composite reliability; AVE: average variance extracted.

To verify the construct validity of the variables, the following metrics were calculated: AVE, CR, and Cronbach's alpha coefficient. The AVE must be greater than 0.5, and the values obtained for the first two indicators must be greater than .70. The sum of the square roots of the AVE values of the variables is given in Table 3: GTL 0.67, OC 0.65 and GOC 0.71. These scores indicate adequate discriminant validity between the three constructs and are greater than the 0.544 correlation between the variables in Table 1 (Fornell and Larcker, 1981; Hair et al., 2016).

Square roots of all construct AVE values in Table 4 are higher than all construct correlations in Table 1. Thus, the discriminant validity of the measure is acceptable in this study. Second, a measure must have a CR of at least 0.70 and an AVE of at least 0.5. In this study, CR values for the three constructs are 0.88, 0.85, and 0.83. The AVE values in the study are 0.71, 0.65 and 0.67, respectively. All CR and AVE values are greater than 0.5. Thus, it shows that the overall validity of the measure is acceptable. Based on the above findings, the reliability and validity

of the measure in this study are acceptable standards (Fornell and Larcker, 1981; Hair et al., 2014; Chen et al., 2016).

B. Evaluation of the Structural Research Model

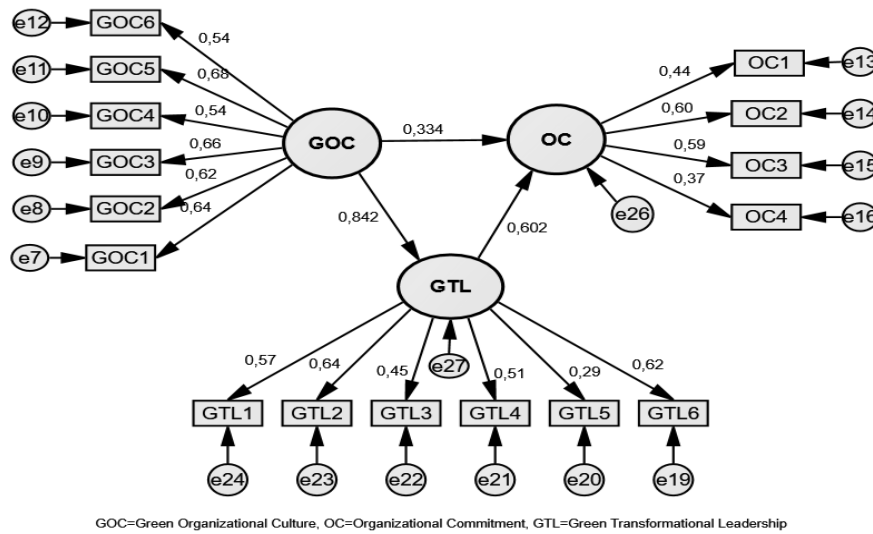
In this study, SEM was used to validate the research framework and hypotheses, and AMOS 23.0 was used. The results of the SEM analysis of this study, which examined the measurement model and the structural model, are presented below. Table 4 presents the results of the structural model in this study. The overall fit measures of the full model in the SEM indicate that the fit of the model is acceptable “ $\beta = 0.334$, $p < 0.001$). ($X^2/df=2.52$, $GFI=0.94$, $TLI=0.91$, $NFI=0.92$, $CFI=0.90$, $RMR=0.020$, $RMSEA=0.052$ ”. All estimated paths are significant and all hypotheses are supported in this study. GOC has a positive and significant effect on OC ($\beta = 0.334$, $p < 0.001$). Therefore, the hypothesis H1 was supported. GOC has a positive and significant effect on GTL ($\beta = 0.842$, $p < 0.001$). Therefore, hypothesis H2 was supported. GTL positively and significantly affects OC ($\beta=0.602$, $p<0.001$). The R^2 value for this structural model was found to be 0.55. Therefore, hypothesis H3 was supported. Finally, the mediation effect of GTL between GOC and OC will be analyzed. The R^2 value of 0.45 has been analyzed for this structural model.

According to Zhao et al. (2010), mediating effects can be considered in mediation analyses when indirect effects are significant. Zhao et al. (2010) state that if both the direct and indirect effects are significant and the overall effect is either positive or negative, there is partial mediation. If the indirect effect is significant and the direct effect is in significant, there is full mediation. The analysis showed that GTL partially mediated the effect of GOC on OC. The partial mediation effect of GTL on the effect of GOC on OC is determined “ $\beta=0.012$, $p<0.001$) since the direct ($\beta=0.842$, $p<0.001$ ”, indirect ($\beta=0.01$, $p<0.001$), and overall ($\beta=0.936$, $p<0.001$) effects on the GOC→GTL→OC pathway are significant and the total effect ($\beta=0.936$, $p<0.001$) is positive. This means that hypothesis H4 can also be accepted. Table 4 and Figure 2 display the direct and indirect correlations between the study variables.

Table 4: The results of the structural model

Causal path	Hypotheses	Path coefficient	t-values	Results
GOC → OC	H1	0.334	4.517	Supported
GOC → GTL	H2	0.842	7.258	Supported
GTL → OC	H3	0.601	3.550	Supported
GOC → GTL→OC	H4	0.012	2.423	Supported

Note: * $p < 0.05$; ** $p < 0.01$.

Figure 2. The structural research model showing the mediating effect of GTL on GOC and OC

CONCLUSION

The evolution of human societies has been a driving force behind the emergence of a robust human desire to reduce the unconscious exploitation of natural resources. This signifies that the minimization of the detrimental impact of production on the environment and the implementation of sustainable practices are pivotal steps in attaining a sustainable equilibrium between social, economic, and environmental necessities and the enhancement of society as a whole. These methodologies facilitate a more sustainable utilization of natural resources and provide an appropriate framework for addressing the needs of future generations. The advancement and popularization of sustainability practices and concepts rely on the endeavors and dedication of researchers in the field (Pham et al., 2019).

The concept of sustainability is regarded as a significant and influential virtue by numerous organizations that prioritize environmental stewardship. In this context, an effort is being made to establish a GOC as an extension of the green management approach. Organizations may facilitate the development of a green culture through the implementation of environmentally conscious human resources (HR) practices. Furthermore, employees can contribute to the cultivation of this culture within the organization by engaging in environmental projects and other related activities. It is of paramount importance that businesses adopt a GOC and acknowledge the necessity to safeguard the environment (Kaplan, 2023). GOC is of significant value to organizations in a number of areas, including risk management, stakeholder satisfaction, employee engagement, sustainability, and innovation. Furthermore, a green culture is conducive to the long-term success of an organization, while also enabling it to fulfill its obligations to the environment and society. The objective of this research is to ascertain the manner in which GTL serves as a mediator between OC and GOC.

In this study, the impact of GOC on OC was initially examined. The results of the analysis indicate that GOC has a significant positive effect on OC. The results of the literature review are in alignment with this outcome (Azizan et al., 2013; Chen et al., 2013; Khalili, 2014; Asmui et al., 2016; Shahriari et al., 2023). In light of these findings, it can be posited that the adoption of pro-environmental behaviours by an organization with a GOC serves to enhance employee OC. The adoption of principles focused on environmental sustainability by an organization can result in an increase in OC, which in turn can support the organization's long-term performance. The relationship between OC and GOC has been established in the existing literature. This is due to the fact that employees demonstrate greater commitment to the organization in the context of a robust organizational culture (Nystrom, 1993). Mokhtar et al. (2016) determined that employees in companies with GOC have higher levels of OC as a result of the positive impact of GOC on OC.

The objective of this study was to analyze the influence of GOC on GTL. The results of the analysis demonstrated that GOC exerts a considerable influence on GTL. A review of the literature reveals that there are significant relationships between GOC and GTL (Chen et al., 2014; Ayaz and Awais, 2023; Nurfitriyana and Muafi, 2022; Sobaih et al., 2022). As posited by Nurfitriyana and Muafi (2022), OC does not exert a notable influence on GTL when considered as a mediating variable. A different study indicates that the establishment and maintenance of a GOC are significantly impacted by GTL. The advancement of an organization's green objectives is largely contingent upon GTL, environmental awareness, and sustainability-oriented methodologies (Ding and Hahn, 2023; Chen and Chang, 2013). It is therefore crucial for organisations to adopt and implement GTL strategies that will facilitate the development of a GOC.

The effect of GTL on OC was analyzed. According to the results, GTL positively influences OC. The findings in the literature (Nurfitriyana and Muafi, 2022; Liu and Yu, 2023; Afsar et al., 2020; Mowday et al., 1979) are in line with the results. Keskes et al. (2018) claim that GTL positively and significantly impacts OC. Leaders can increase staff members' dedication to the company by combining GTL approaches with environmental components. Finally, to fulfill the primary objective of the study, the mediating role of transformational leadership in the relationship between GOC and OC was analyzed. GTL was found to have a partial mediating effect on the relationship between OC and GOC. The literature (Chen and Chang, 2013; Mokhtar et al., 2016; Asmui et al., 2016; Ayaz and Awais, 2023; Sobaih et al., 2022; Liu and Yu, 2023; Afsar et al., 2020; Shahriari et al., 2023; Ooi and Arumugam, 2006) has found a relationship between GTL and OC and GOC. However, the literature does not contain any research on how GTL mediates the relationship between GOC and OC. It is expected that the study will make a contribution to the literature on this particular topic.

The findings of the research may be utilized to propose a multitude of recommendations to companies. It is imperative that companies adopt a more environmentally conscious approach, integrate green management principles into

their operational framework, and embed these practices within their organizational culture. The research also indicated that companies must adopt a creative vision and that environmentally conscious actions will ultimately prove beneficial to the company. To advance in this direction, companies may consider incorporating a greater proportion of recyclable and environmentally friendly semi-finished products and raw materials into their production processes. In light of these considerations, it is imperative that companies devote greater attention to environmental legislation. Furthermore, companies bear the responsibility of reducing resource consumption and implementing sustainable energy sources. The participants in this study are limited to those employed by manufacturing companies in Mardin. The variables examined in this study, namely GOC, OC, and GTL, have not been previously investigated in conjunction with one another in the existing literature. This indicated that further studies could be conducted in the future with different variables and a larger sample size. This study employed quantitative research methods. It would be beneficial for future studies to employ mixed or qualitative research methods to obtain more comprehensive and detailed data.

Araştırma ve Yayın Etiği Beyanı

Makalenin tüm süreçlerinde Yönetim ve Ekonomi Dergisi'nin araştırma ve yayın etiği ilkelerine uygun olarak hareket edilmiştir.

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