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RESEARCH ARTICLE

The Turkish Adaptation of the Green Motivation Scale and The Effect of the Green Organizational Climate on Green Motivation

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ABSTRACT
Today, where the concept of green gains increasing importance, why organizations want to exhibit green behaviors or what motivates them to act green is an important area of research. Looking at the subject at the individual level, examining employees' perceptions about why organizations try to exhibit green behaviors and the effect of different variables on this perception will create different perspectives for the literature. The purpose of this study is to adapt the green motivation (GM) scale developed by Paulraj et al. (2017) to Turkey and to investigate the effect of a green organizational climate (GOC) on GM. For this purpose, data obtained from 375 employees of enterprises operating in different sectors in Konya with environmental policies were analyzed. A two-stage analysis was performed. In the first phase, a Turkish version of the GM scale was created and as a result, a valid and reliable scale consisting of 3 dimensions and 13 items was obtained in accordance with the original. In the second phase, hypothesis tests were conducted and it was understood that GOC had a statistically significant and positive effect on all dimensions of GM (instrumental motives, relational motives, moral motives). It is expected that the findings obtained from this research will provide a new perspective for individual, group, and organizational studies on GM in organizations.

Keywords: Scale adaptation, green organizational climate, green motivation, instrumental motives, relational motives, moral motives.
JEL Code: D23, M19

1. Introduction

Ecological behaviors that begin with environmental knowledge, awareness, and concerns (Errichiello & Drago, 2020, p. 3) are not only evaluated from the perspective of individuals but also cause employees to question the organization's attitudes and behaviors, policies, and practices regarding ecology (Chou, 2014, p. 437). In this context, organizations are increasingly striving for sustainability in terms of climate change and environmental destruction (Flagstad et al., 2020, p. 1). Besides sustainability's social and economic aspects, studies on environmental aspects play an important role for it (De Matos & Clegg, 2013, p. 382) and are becoming increasingly on the agenda. This green agenda, which results in organizations and individuals demonstrating pro-environmental behavior, has been interpreted as embracing changes in the environmental context (Shevchenko et al., 2016, p. 924). In this context, organizations striving to adapt to environmental challenges have become concerned about developing skills such as rapidly adapting to environmental changes, producing innovative solutions, and involving employees in the vision partnership created on green issues (Shevchenko et al., 2016, p. 925). This concern directs businesses to develop green motivating behaviors in their employees. However, increasing the green motivation (GM) of employees is not easy and involves many factors.

There are academic studies in the literature on which elements are associated with employees' GM. These studies that relate to GM include sustainable supply chain applications (Paulraj et al., 2017), green product innovation (Chang, 2019), green environmental policies (Yousaf et al., 2021), green human resources management practices (Ahmed et al., 2021), green organizational behavior (Dijk, 2021; Junsheng et al., 2020), green creative performance (Hu et al., 2022), green transformational leadership (Li et al., 2020), firm performance (Rekik & Bergeron, 2017), green culture (Rizvi & Garg, 2021), and green innovation performance (Sunarjo et al., 2022). As can be seen, although GM is a relatively new concept in the literature, its relationships with different concepts have been the subject of many studies in a short time.

The biggest struggle in stimulating green change in organizations comes from a lack of theory and information on how to create

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a green organizational climate (GOC) and how it is reflected in an organization's fabric. Organizational climate (OC) generally penetrates organizational management systems and an environmentally specific climate is assumed to be driven by environmental certifications (Flagstad et al., 2020, p. 3). However, activities such as green education, waste reduction, energy saving, safe recycling, and the development of green sustainable policies, including a proactive attitude toward the environment, are important in terms of both improving individual environmental ethics and greening OC (Shah et al., 2021, p. 5). GOC is a concept whose relationship with many different variables has been the subject of academic research and is highly influential on green contexts. However, the literature lacks research on the relationship between GOC and GM.

In this research, the effect of GOC on GM was investigated based on its dimensions. However, as far as we can see, no scale development or scale adaptation studies have been found in the local literature to measure the concept of GM. For this reason, in this research, the GM scale developed by Paulraj et al. (2017), which was the first subject of various studies in foreign literature, was adapted into Turkish, and then the hypotheses developed regarding the effects of GOC on GM dimensions were tested. Among the reasons for the need for scale adaptation are the increasing international exchange of measurement tools, the fact that many countries use even the tests developed by large companies, allowing international comparisons (Hambleton & De Jong, 2003), and in the case of this study, the scale has been adapted to our culture to be used in research on these issues in our country. It is important because it will fill this gap due to the lack of a scale. Moreover, measuring GM will create an important criterion for evaluating the effectiveness of research and applications conducted in our country.

2. Conceptual Framework

When it comes to organizational climate (OC), which is considered one of the important contextual factors affecting the attitudes and behaviors of employees in the field of organizational behavior (Schneider et al., 2013, p. 361), according to James et al. (2008), it should be understood as the sum of individual opinions and perceptions about the work environment. In addition, the green organizational climate (GOC) is conceptualized as employees' common perceptions regarding environmental policies and applications of the organization (Norton et al., 2014, p. 49; Flagstad et al., 2020) and explains 'the atmosphere created by a series of sustainable development policies' (Zientara & Zamojska, 2016, p. 1). GOC can be defined as the 'environmentally friendly structure of an organization'. In other words, GOC is defined 'for businesses that achieve their sustainability goals by implementing environmentally friendly policies' (Erbaşı, 2023b, p. 255). According to Dumont et al. (2017, p. 1-2), GOC is 'the collective consensus of pro-environmental processes within the organization that reflects the green values and expectations of an organization'. According to Mohammad et al. (2020: 7), who associate GOC with green passion, green passion is a positive feeling for individuals to engage in voluntary activities by taking the environment into account. Participation in environmental practices can inspire green passion when employees are aware of environmental protection and the effects of degradation.

GOC is thought to concentrate on the enforcement of environmental policies and measures and employees can create a common value in corporate greening (Xu et al., 2022, p. 3). 'If employees have a green perception of their organizational environment, their attitudes will have an impact on the green climate' (Norton et al., 2015, p. 119). Many studies (e.g. Kelly et al., 2000; Robertson & Carleton, 2017) revealed that this perception, created especially in the initial stages of an organization's organizational life cycle, significantly affects the future of organizations. In this context, literature has shown sensitivity and special interest in finding the necessary steps to create a sustainable and GOC recently.

The environmental strategy determined by the organization toward being green, and the reflections of this strategy on behavior should be consistent with each other (Flagstad et al., 2020, p. 2). In addition, creating a self-sustaining green practice in an organization calls for embedding it in the general organizational culture/climate (Benn et al., 2015, p. 500). In this context, lack of environmental climate in the organization appears to hinder pro-environmental behavior (Zientara and Zamojska, 2016, p. 7). In other words, when GOC is low in an organization, employees who can regard themselves as environmentally friendly are not valued by the organization (Xu et al., 2022, p. 3).

In the context of *Social Impact Theory* (Brown, 2009), which has its origins in social psychology, the phenomenon of GOC has 'a collective structure as a result of social processes and is similar to the socialization of new members of the organization' (Flagstad et al., 2020, p. 2). Research has found that OC is strong in small units with intense communication types (Schneider et al., 2013, p. 366) and is constantly related to employee behavior (Kuenzi & Schminke, 2009, p. 691; Flagstad et al., 2020). In addition, organizational members' commitment and supportive attitudes are understood to have an important impact on the social responses of organizations' concrete CER practices when faced with institutional pressures. In this context, it has been stated that GOC will attract the pressure of isomorphism to the organization and therefore force it to take action (Gao & Yang, 2022, p. 9). Moreover, in a strong GOC, 'the isomorphism process can be enhanced by incorporating additional elements that support members, such as top manager commitment and support, as well as strategy-oriented elements like resources and competence' (Dumont et al., 2017; Schneider et al., 2013). Consistent with these observations, Chou (2014) stated that OC will influence businesses' green behaviors by improving green competence through communication, training, motivation, and innovation.

Social Information Processing Theory argues that the social environment in which people interact affects personal attitudes within an organization. The environment ensures "the construction of meaning is directly influenced by socially acceptable beliefs, attitudes, and needs, as well as acceptable reasons for action" (Salancik & Pfeffer, 1978, p. 227). After conceptualizing the theory, employees often have multiple sources of information in the organization and try to clarify ambiguous information about them through social interaction (Schneider et al., 1998, p. 151). This process of social interaction enhances employees' social learning through their actions and behaviors, encouraging them to participate in environmental protection behaviors such as recycling, saving energy, and promoting environmental protection to others (Khan et al., 2019, p. 4; Liu & Yu, 2023). Robertson and Carleton (2017, p. 198) have said in this subject: 'When employees are faced with the dilemma of balancing economic and environmental goals, green change leaders can help them to clearly understand the organization's environmental values and strategic goals'. Zientara and Zamojska (2016, p. 1142) and Liu and Yu (2023) have also said: 'specifically, in organizational environmental management practices, green transformational leaders communicate environmental values by issuing policy statements, assigning environmental tasks to subordinates, and explaining the reasons for the organization's specific plans'.

According to this perspective, a positively green cultural climate could be conceived between various standards by creating a shared vision within the group (Alt & Spitzeck, 2016, p. 49). Therefore, managers' interest in environmental management policies influences GOC formation (Kuenzi & Schminke, 2009, p. 634). On the other hand, 'organizational commitment is improved when green policies are communicated to all employees and the organization supports good environmental performance. This, in turn, leads to improved environmental behavior within the organization' (Temminck et al., 2015, p. 410). Additionally, Chan et al. (2017) also recommend green messages from senior management to employees that help increase their awareness and enable them to focus on protecting the environment. In this context, management's attitude plays an important role in encouraging employees to act more eco-actively in organizations (Pham et al., 2018, p. 1183). Essentially, through the green psychology of the corporate world, there is a relationship between corporate policy understanding and employees' productive green actions (Norton et al., 2014, p. 52). As a result, for organizations to achieve success in environmental performance, hiring talented candidates who care about OC and sustainability, making the organization constantly attractive, taking the green training and progress of employees seriously, and the presence of effective leaders who have adopted green sustainability as a vision are considered important policies. Therefore, it can be said that green management can be effectively implemented and contribute to green management initiatives and strategies only 'if all members of the organization have the opportunity and space to develop effective green management programs through positive cooperation, commitment, leadership, and warmth, a truly green working group can be created' (Siron et al., 2019, p. 9).

If *Ability-Motivation-Opportunity Theory* is expanded with a green context, it is thought that if employees increase their environmental knowledge and skills by receiving training, this will increase their enthusiasm to take on environmentally friendly tasks. This development has led to the conclusion that an organization will be stronger when it creates green opportunities through GOC (Pham et al., 2018, p. 1184).

According to *Person-Environment Compatibility Theory*, individuals attempt to adapt to their environment to meet the need to belong, to be in control of their lives, and to eliminate uncertainty (Yu, 2013, p. 24). Because of environmental adaptation's effect on individual behavior, 'a GOC can strongly influence the voluntary green behavior of those who consider themselves members of the organization. In other words, a GOC serves as an informative cue that green behaviors are expected and valued by the organization, guiding employees to exhibit green behavior. Furthermore, employees tend to feel a stronger obligation to respond to and comply with the organization's high expectations regarding green behavior. Therefore, employees who perceive GOC are more likely to internalize the organization's green values as part of their self-concept. This motivates employees to exhibit green behaviors in the organization. It is argued that employees who adapt to their organizations are more likely to engage in voluntary green behaviors because they see themselves as insiders of the organization' (Xiao et al., 2020, p. 5).

Institutional Theory, which addresses interactions between organizational systems and the natural environment, debates global social oppression on environmental issues that affect business processes on organizations (Ball & Boehmer-Christiansen, 2017, p. 559). Organizations adopt environmentally friendly policies primarily because of social and legal pressures that are necessary for their survival (Washington and Patterson, 2011, p. 2). Ensuring stability and maximizing profits through green practices according to green motives can be clarified by the three basic green motives mentioned above (Yousaf et al., 2021, p. 3).

On the other hand, *Stakeholder Theory* is another important concept in terms of GM toward sustainability. Green motives are beneficial for sustainability (Yousef et al., 2021, p. 3-4). It is beneficial for organizations to identify practices and systems that lead to sustainable development (Zhihong et al., 2018, p. 1207). Sustainable development is possible through the adoption of green practices. Organizations are under increasing global pressure to adopt sustainable practices, and those that do are making rapid progress toward sustainable development. As a result, there is growing interest in sustainability goals, and the business and economic community are being called upon to develop more sustainable models. Consumers increasingly seek information about the sustainability and environmental impact of products and services. It is important to provide clear and concise information on these aspects to meet their demands (Yousaf et al., 2021, p. 4).

Many internal and external factors affect motivation to be green in organizations. External drivers of organizational greening include stakeholder pressure, competitive pressure, and government requirements (Pham et al, 2019, p. 1175). Similarly, motivations such as meaningfulness, benefit creation, and serving an important purpose are among the important internal driving forces for organizations to exhibit pro-environmental behavior. Additionally, important drivers of pro-environmental behavior are moral obligation and conscientiousness (Norton et al., 2015, p. 104). On the other hand, leaders play a great role in creating a GOC and influencing the entire functioning of an organization. Leaders play a central role in increasing pro-environmental individual and organizational efforts through their support. As a matter of fact, studies have found the relationships between ethical leaders (Saleem et al., 2020), servant leaders (Zafar et al., 2022), charismatic leaders (Tuan, 2019), and green transformative leaders (Wang et al., 2018) and environmentally friendly behaviors to be significant. Organizational members influenced by strong environmental values and expectations in the workplace tend to communicate more and are more committed to environmental sustainability (Das et al., 2020). In addition, the first green actions taken by organizations to create a green climate have a direct and indirect impact on employees, and the frequent interaction between managers and employees is crucial to the development of a green climate. In this context, a superior green strategy is possible with the leader and his followers who support him (Flagstad et al., 2020, p. 20).

Nowadays, oppression from stakeholders has stimulated organizations to deal with green activities (Babiak & Trendafilova, 2011). In fact, if an organization does not engage in green activities, some stakeholders may withdraw their support for the initiative (Freeman, 2010). In this context, internal and external oppression drives environmentalism (Chang, 2019, p. 331). However, various perspectives have been developed in the literature on the elements that encourage organizations to engage in green activities.

According to Aguilera et al. (2007), three fundamental motivations motivate organizations to pursue green activities: instrumental, relational, and moral, thus directing them to create positive social change. 'Self-interest drives *instrumental motives*. Organizations implement green practices to reduce costs by reducing waste in terms of materials and energy. Some engage in environmental protection activities to increase shareholder value or improve their reputation' (Reinhardt et al., 2008). Managers have the power to directly influence an organization's participation in green practices by developing corporate strategies and improving financial performance (Liao & Long, 2018, p. 982). An increasing number of organizations want to follow sustainability guidelines to increase their reputation. It is noticeable that some nations around the world are pursuing unilaterally assertive environmental policies. This effort was mainly a result of green motives (Wirl, 2011, p. 866). For the measurement of instrumental motives, the organization's willingness to engage in green activities to avoid bad publicity, to please the organization's shareholders, and for financial profit reasons come to the fore (Paulraj et al., 2017, p. 251).

Relational motives are related to relationships between actors. This shifts the focus from shareholders to stakeholder interests (Chang, 2019, p. 333). It is difficult to achieve balance in organizations because stakeholders' interests are diverse (Testa et al., 2018, p. 288). Therefore, organizations should build social legitimacy to survive. Legitimacy is a relational motivation based on how an organization's actions are perceived by others. To thrive in a competitive market, organizations must adhere to stakeholder norms (Aguilera et al., 2007; Paulraj et al., 2017). When an organization's stakeholders engage in green practices, the organization should meet its stakeholders' requirements and demands. For the measurement of relational motives, the organization's willingness to engage in green activities to increase its customer base, differentiate itself from others, and meet environmental regulations comes to the fore (Paulraj et al., 2017, p. 251-252).

Finally, *moral motives* concern ethical standards and principles. The integrity of an organization driven by moral principles can go beyond laws and regulations to promote sustainable development. Such organizations may host charitable activities or make voluntary contributions beyond social expectations (Carroll, 1979, p. 498). Moral motives encourage organizations to develop new sustainability practices before their competitors (Chang, 2019, p. 334). For the measurement of moral motives, the organization's willingness to engage in green activities comes to the fore due to reasons such as feeling responsible for the environment, a genuine concern for the environment, senior managers seeing environmental sensitivity as a vital part of the corporate strategy, and being the right thing to do (Paulraj et al., 2017, p. 252).

In recent years, the priorities of the business world have changed with the emergence of various environmental threats (such as pollution, rapid increase in harmful waste), and the focus of attention has become protecting the environment and natural resources. The green motives detailed above form the basis for the implementation of green business strategies. Because of environmental concerns, green business strategies have become mandatory for entrepreneurs influenced by green motives to adopt environmentally safe and sustainable products and services over time. The increasing interest of consumers in environmental sustainability has led managers to adapt business models through the implementation of green practices that support the goal of gaining a competitive advantage and increasing market share., as they attract consumers interested in green sustainability (Yousaf et al., 2021, p. 4-6).

Empirical studies have argued that when employees perceive a stronger GOC, their green behavioral intentions (impulses) and green behaviors are reinforced (Erbaşı, 2022; Norton et al., 2017). In fact, organizations that are environmentally conscious can be

more motivating for employees because they feel they are making a positive impact on society (Jones, 2010, p. 858). Additionally, 'employees are more likely to identify with organizations that reflect a green climate because such organizations are more likely to value their employees. This is because a green climate is often associated with a positive and responsible image, which can enhance the reputation of an organization and increase employee satisfaction (Das et al., 2020, p. 110). However, a lack of psychological empowerment can undermine an employee's competence, meaning, self-determination, and self-confidence. This can make them feel inadequate and less secure and create a perception of a lack of freedom and support within the organization (Kimpah et al., 2017, p. 334). This situation could decrease employee commitment to the organization and have a negative impact on employee motivation to identify with it (Sheldon et al., 2015, p. 358). Based on these assumptions, this research aimed to theorize GOC as an important variable for explaining employees' green motives. In line with the above explanations, the research hypotheses are as follows:

H_1: A green organizational climate affects individuals' instrumental motives.

H_2: A green organizational climate affects individuals' relational motives.

H_3: A green organizational climate affects individuals' moral motivations

3. Method

The criteria sampling method, a purposive sampling method, was used in the research (Patton, 1990; Shaheen et al., 2018, p. 34). Criterion sampling calls for the researcher to set specific criteria that should be followed for participants to participate in the study. This sampling method is highly reliable in terms of quality assurance because the data to be generated will be from reliable sources (Nyimbili & Nyimbili, 2024, p. 97). The criteria for sampling in this research are that businesses where the participants are included should have an environmental policy.

A two-stage research process was conducted in this study. These phases are the scale adaptation and hypothesis testing phases.

In the scale adaptation process, which is *the first stage of the research*, a five-stage process was followed: permission procedures from the author who developed the scale, content and language validity, application of the scale to the sample group and revealing the factor structure, verification of the factor structure, and reliability examination (Erbaşı, 2021, p. 623). In accordance with this order, permission was first obtained from the author electronically to adapt the scale to Turkish. Then, the scale was translated into Turkish. To ensure the linguistic and semantic compatibility of the translated 13-item scale, the evaluations of 5 experts who had at least a doctoral degree in the field of proficiency in both languages were consulted. Using expert opinions, the content validity rates and content validity indexes of each scale item were calculated, and as a result, a scale with content and language validity was obtained. The Selçuk University Social and Human Sciences Scientific Research and Publication Ethics Committee Report dated 04.04.2023 and decision number 04/77 was received, stating that the resulting scale is appropriate in terms of scientific research and publication ethics. The scale was then applied to 375 employees of businesses operating in different sectors in Konya that also had environmental policies in placeThe reason for choosing different sectors in the study group is that we do not want to impose any sector restrictions on the use of the scale adapted to Turkey in subsequent research. To determine the level of participation, a 5-point Likert scale was used, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The factor structure of the scale was revealed by applying Exploratory Factor Analysis (EFA) to the data obtained from the study group through SPSS 21. Confirmatory Factor Analysis (CFA) was applied through the AMOS 21 program to examine the accuracy of the factor structure obtained by EFA. Finally, reliability analyses were conducted.

The second phase of the research is aimed at testing the hypotheses developed to examine the effects of GOCs on GM. Analyses were performed using the data obtained from the sample defined in the first stage of the research. The data obtained were subjected to descriptive and descriptive statistics using the SPSS 21 program, andthe reliability of the scale used was analyzed. To examine the validity of the scale, CFA was applied using the AMOS 21 program. The structural equation model was applied through AMOS 21 to perform hypothesis tests.

The sample participating in the research included 172 women (45.9%) and 203 men (54.1%). 32.0% (120 people) of the participating employees have secondary or high school education, 27.2% (102 people) have associate degree, 23.2% (87 people) had a bachelor's degree, 13.9% (52 people) had primary education, and 3.7% (14 people) had postgraduate education. 54.7% (205 people) of the participants are married and 45.3% (170 people) are single. Employees from 21 different sectors participated in the research: 29.1% (109 people) working in the automotive sector and 14.4% (54 people) working in the textile, ready-made clothing, and leather sectors. The average age of the participants is 34 (min. 22, max. 67, standard deviation 7.23), and the average professional seniority was 11 years (min. 1, max. 52, standard deviation 8.24).

4. Findings

4.1. Findings Regarding Scale Adaptation

Paulraj et al. (2017) developed a scale by drawing on multiple theories and combining supply chain and business ethics literature, claiming that there are instrumental, relational, and moral motives behind a business's participation in sustainable supply chain management practices. They tested five hypothesized relationships in a sample of 259 German supply chain firms. Their research found that relational and moral motives are key drivers and that businesses with high levels of moral obligations tend to perform better than businesses that do not prioritize moral obligations. The scale developed in the research consists of 13 items and 3 factors (5 items instrumental motives, 4 items relational motives, 4 items moral motives).

To adapt the GM scale developed by Paulraj et al. (2017) to Turkish, first, the lowest, highest, mean, standard deviation, kurtosis, and skewness values of the items were examined, and the findings are presented in Table 1. The average values of the items are between 3.0293 and 2.4400, the kurtosis index values are between 1.311 and 1.004, and the skewness index values are between 0.592 and 0.032. The kurtosis and skewness values of each item were within ±3, indicating that the data exhibited normal distribution (Shao, 2002).

Table 1. Minimum, Maximum, Average, Standard Deviation, Kurtosis Index, and Skewness Index Values of Scale Items

Item Number	Minimum Value	Maximum Value	Average Value	Standard Deviation	Kurtosis Index	Skewness Index
GM1	1.00	5.00	2.8533	1.26759	-1.174	0.032
GM2	1.00	5.00	2.7600	1.26702	-1.143	0.269
GM3	1.00	5.00	2.7973	1.17528	-1.004	0.161
GM4	1.00	5.00	3.0293	1.29239	-1.233	-0.062
GM5	1.00	5.00	2.6427	1.34255	-1.150	0.300
GM6	1.00	5.00	2.9173	1.41652	-1.287	0.147
GM7	1.00	5.00	2.7520	1.36802	-1.167	0.291
GM8	1.00	5.00	2.7067	1.26632	-1.015	0.296
GM9	1.00	5.00	2.8000	1.39518	-1.246	0.213
GM10	1.00	5.00	2.6187	1.47571	-1.299	0.391
GM11	1.00	5.00	2.7493	1.45378	-1.311	0.301
GM12	1.00	5.00	2.6933	1.23424	-1.097	0.137
GM13	1.00	5.00	2.4400	1.42025	-1.012	0.592

To determine the suitability of the data determined to be normally distributed for factor analysis, Kaiser–Meyer–Olkin (KMO) and Bartlett values were examined, and Table 2 presents the findings. Accordingly, the KMO value of the scale was quite high (KMO = .937) and the Bartlett value was significant (χ^2 = 3534.233, df = 78, p = .000).

Table 2. Kaiser–Meyer–Olkin (KMO) and Bartlett Test Values

		GM Scale
Measure of Sampling Adequacy of Kaiser-Meyer-Olkin	**KMO Value**	.937
	Approximate Chi-Square	3534.233
Bartlett Test of Sphericity	**Degree of freedom**	78
	Significance Degree	.000

To determine the level of contribution of each item in the scale to sample adequacy, anti-image correlation coefficients were examined, and the findings are presented in Table 3. Accordingly, the anti-image correlation coefficients of the items in the scale were between .971 and .894 (>.50).

Table 3. Anti-Image Correlation Coefficients of Scale Items

Item Number	The anti-image correlation coefficient
GM1	.937
GM2	.943
GM3	.912
GM4	.965
GM5	.971
GM6	.938
GM7	.918
GM8	.958
GM9	.949
GM10	.907
GM11	.894
GM12	.957
GM13	.957

To examine the correlation values between the scale items, Pearson's correlation coefficients were examined. The correlation values between the items in the scale were determined to be between .558 and .311 and were statistically significant ($p < .01$) in Table 4.

Table 4. Correlation Values Between Scale Items

Item Number	GM1	GM2	GM3	GM4	GM5	GM6	GM7	GM8	GM9	GM10	GM11	GM12
GM1												
GM2	.617**											
GM3	.657**	.594**										
GM4	.520**	.584**	.527**									
GM5	.486**	.561**	.471**	.495**								
GM6	.501**	.580**	.522**	.488**	.602**							
GM7	.554**	.610**	.551**	.536**	.656**	.755**						
GM8	.531**	.591**	.485**	.476**	.625**	.611**	.745**					
GM9	.451**	.607**	.380**	.497**	.570**	.567**	.665**	.634**				
GM10	.440**	.474**	.379**	.474**	.529**	.516**	.573**	.615**	.658**			
GM11	.441**	.465**	.360**	.447**	.477**	.478**	.536**	.611**	.612**	.589**		
GM12	.419**	.389**	.331**	.358**	.447**	.405**	.493**	.548**	.467**	.670**	.698**	
GM13	.459**	.525**	.449**	.446**	.529**	.466**	.537**	.589**	.600**	.745**	.748**	.596**

*Note: ** Significant at p = 0.01.*

Exploratory factor analysis (EFA) was conducted to examine the suitability of the factor structure of the scale to its original form. Principal component analysis was used to apply a 25° varimax axis rotation. At this stage, a three-factor structure restriction was imposed as in the original scale. The factor variance values of the obtained scale items are presented in Table 5. Accordingly, the common factor variance values of the scale items were between .872 and .578 (>.50); the lowest common factor variance value was determined in the GM4 item with .578, and the highest common factor variance value was determined in the GM11 item with .872.

Table 5. Factor Variances of Scale Items

Item Number	Common factor variance
GM1	.755
GM2	.693
GM3	.780
GM4	.578
GM5	.662
GM6	.740
GM7	.823
GM8	.721
GM9	.691
GM10	.854
GM11	.872
GM12	.692
GM13	.746

The total explained variance values of the scale are presented in Table 6. Accordingly, it was determined that the model patterned under 3 factors in accordance with the original scale explained the total variance by 73.893

Table 6. Total Explained Variance Values

	Initial Eigenvalues			Eigenvalues After Rotation		
Factor	**Total**	**Variance Percentage**	**Cumulative Percentage**	**Total**	**Variance Percentage**	**Cumulative Percentage**
1	7.518	57.828	57.828	3.482	26.786	26.786
2	1.321	10.161	67.989	3.351	25.780	52.566
3	.768	5.904	73.893	2.773	21.327	73.893

Findings regarding the factor design of the scale are presented in Table 7. Accordingly, 13 items were grouped under 3 factors, the items had acceptable load values (>.40), the highest factor load value was .835 (GM11), and the lowest factor load value was .629 (GM2).

Table 7. Factor patterns of scale

Item Number	Instrumental Motives	Relational Motives	Moral Motives
GM1	.795		
GM2	.629		
GM3	.835		
GM4	.631		
GM5	.700		
GM6		.770	
GM7		.786	
GM8		.663	
GM9		.652	
GM10			.835
GM11			.872
GM12			.784
GM13			.758

Confirmatory factor analysis (CFA) was conducted using the AMOS 21 program to test the 3-factor and 13-item structure obtained by EFA. Figure 1 presents the structural model of the confirmatory factor analysis (CFA) scale. Since the goodness-of-fit index values of the scale were not at the desired level for a few indicators (RMR, AGFI, RMSEA), modification indices were examined. Accordingly, covariance was established between GM3 and GM5, which were determined to have high covariance, between GM6 and GM7, and between GM7 and GM8. As a result, values of χ^2/SD=2.821, RMR=0.073, GFI=0.937, AGFI=0.903, NFI=0.954, RFI=0.939, IFI=0.970, TLI=0.959, CFI=0.969, RMSEA=0.070, and SRMR=0.040 were obtained. Accordingly, all goodness-of-fit values were determined at acceptable levels.

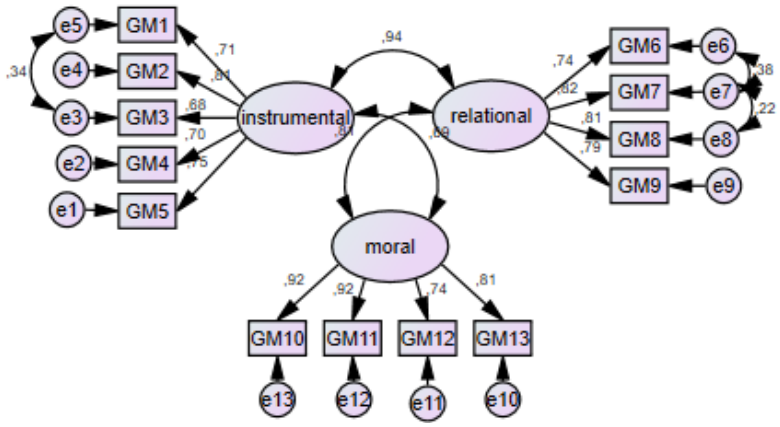

Figure 1. Structural Model for Confirmatory Factor Analysis of Scale Adaptation Data

The interfactor correlation, composite reliability (CR), average explained variance (AVE), and Cronbach's alpha (α) values of the resulting structure were reviewed, and Table 8 presents the findings. It was determined that the correlation values between the factors were between .625 and .784, and the structure was evaluated to have discriminant validity. It was observed that the composite reliability values (CR>.70), average explained variance values (AVE>.50), and Cronbach's alpha values (α>.70) of the factors were above the expected values (Fornell & Larcker, 1981), and it was understood that the scale met the expected reliability criteria.

Table 8. Correlation, CR, and Cronbach's Alpha Values Inter-Factors

Table 8: Correlation, CR, and Cronbach's Alpha Values Inter-Factors						
	Instrumental Motives	**Relational Motives**	**Moral Motives**	**Composite Reliability (CR)**	**Average Variance Explained (AVE)**	**Cronbach's alpha (α)**
Instrumental Motives	1			.843	.522	.859
Relational Motives	.784**	1		.810	.518	.886
Moral Motives	.625**	.708**	1	.886	.661	.912
GM Scale						**.939**

*Note: ** Significant at p = 0.01.*

Corrected item-total correlations of the items in the scale, Cronbach's alpha (α) value in case the item was deleted, and t-test findings according to the lower and upper 27% groups were reviewed. Table 9 shows the findings. With reference to this, the item-total correlation values of the scale items are between r=.796 and r=.615 (r>.30, p<.01). In addition, item discrimination index values differed significantly between the lower and upper 27% groups for all items (p <.01).

Table 9. Corrected Item-Total Correlations and t-Test Results

Item Number	Corrected Item-Total Correlations	If an item was deleted, Cronbach's Alpha (α) values	t-test findings according to the lower and upper 27%
GM1	.656	.936	2.047**
GM2	.720	.934	2.198**
GM3	.615	.937	1.698**
GM4	.633	.936	2.000**
GM5	.705	.934	2.377**
GM6	.709	.934	2.349**
GM7	.796	.931	2.622**
GM8	.780	.932	2.311**
GM9	.740	.933	2.471**
GM10	.769	.932	2.669**
GM11	.745	.933	2.537**
GM12	.638	.936	1.896**
GM13	.738	.933	2.358**

*Note: ** Significant at p = 0.01.*

The GM scale, which was adapted to Turkish and determined to be a valid and reliable scale, was presented as an appendix at the end of the study (Appendix).

4.2. Findings Regarding Hypothesis Testing

In the second stage of the research, three hypotheses were developed to analyze the effect of GOCs on GM. For this purpose, the validity and reliability analyses of the GOC scale developed by Erbaşı (2023a: 74) were conducted. Before the analysis, the kurtosis and skewness values of the data were examined. As a result, we determined that the kurtosis index values of the items were between -1.541 and 1.018, and the skewness index values were between .012 and .371. Accordingly, the kurtosis and skewness values of each item are in the range of ±3, which indicates that the data exhibit a normal distribution (Shao, 2002).

Kaiser–Meyer–Olkin (KMO) and Bartlett test values were reviewed to determine the suitability of the data determined to be normally distributed for factor analysis. In the analyses, the KMO value of the scale was quite high (KMO = .956) and the

Bartlett value was significant (χ^2 = 6968.621, df = 210, p = .000). The total variance explanation rate was 74.519%. As a result of the CFA conducted to test the structure with 4 factors and 21 items, the goodness of fit index values of the structural model after modification corrections were determined as χ^2/SD=5.093, GFI=0.812, NFI=0.881, IFI=0.902, CFI=0.901, SRMR=0.052. Although some values were seen to be outside the expected values, close values were obtained. In addition, for indices outside the recommended threshold values, deviations due to reasons such as sample size, number of expressions, and model complexity are considered natural for studies in social sciences (Yaşlıoğlu, 2017: 80-82). The model results for the second-level multi-factor confirmatory factor analysis of the GOC scale are presented in Table 10. Accordingly, it is seen that the factor loadings of the items are between 0.888 and 0.508 (>0.40), and all correlation relationships were significant (p<0.05).

Table 10. Model Results of Second-Level Multifactor Confirmatory Factor Analysis of GOC Scale

Factors	Items	Parameter Estimates	Std. Dev.	t	p
Green Economic Climate	1- …	0.808	-	-	-
	2- …	0.885	0.077	10.870	***
	3- …	0.793	0.071	12.418	***
	4- …	0.759	0.071	12.672	***
	5- …	0.508	0.064	13.424	***
	6- …	0.779	0.072	12.530	***
Green Social Climate	7- …	0.714	-	-	-
	8- …	0.576	0.067	14.753	***
	9- …	0.739	0.080	15.477	***
	10- …	0.779	0.077	15.004	***
	11- …	0.888	0.080	16.171	***
Green Digital Climate	12- …	0.821	-	-	-
	13- …	0.861	0.075	13.554	***
	14- …	0.853	0.075	13.286	***
	15- …	0.794	0.069	13.118	***
Green Bureaucratic Climate	16- …	0.690	-	-	-
	17- …	0.856	0.070	11.818	***
	18- …	0.701	0.079	13.054	***
	19- …	0.859	0.082	11.766	***
	20- …	0.738	0.068	12.901	***
	21- …	0.818	0.072	12.332	***

*Note: *p<0.05*

In order to examine the reliability of the scale, Cronbach's alpha values were scanned, and they were above the expected value (α>.70). Additionally, the correlation values between the factors were examined, and a high level of positive correlation was determined among all factors. Findings regarding inter-factor correlation and Cronbach's alpha values are presented in Table 11.

Table 11. Inter-factor Correlation and Cronbach's Alpha Values

	GEC	GSC	GDC	Cronbach's alpha (α)
Green Economic Climate (GEC)				.888
Green Social Climate (GSC)	.888**			.857
Green Digital Climate (GDC)	.824**	.850**		.900
Green Bureaucratic Climate (GBC)	.858**	.881**	.835**	.901

*Note: ** Significant at p = 0.01.*

In order to examine GOC perception levels and GM levels of the participating employees, average values were observed, and Table 12 presents the findings. Accordingly, the participating employees generally had a medium level of GOC perception ($\bar{x}$=2.8982) and a medium-level of GM ($\bar{x}$=2.7508). When examined in terms of dimensions, the dimension with the highest GOC perception was the green bureaucratic climate ($\bar{x}$=2.9988) and the dimension with the lowest GOC perception was the green digital climate ($\bar{x}$=2.8982). When the averages of the dimensions regarding GM level were examined, it was determined that the highest green motive was instrumental motives ($\bar{x}$=2.8165) and the lowest green motive was moral motives ($\bar{x}$=2.6253).

Table 12. Participants' GOC perceptions and GM Levels

	Minimum Value	Maximum Value	Average Value	Standard Deviation
Green Economic Climate	1	5	2.9220	1.12308
Green Social Climate	1	5	2.8848	1.15354
Green Digital Climate	1	5	2.7284	1.25125
Green Bureaucratic Climate	1	5	2.9988	1.15956
GOC	**1**	**5**	**2.8982**	**1.10155**
Instrumental Motives	1	5	2.8165	1.01499
Relational Motives	1	5	2.7940	1.17647
Moral Motives	1	5	2.6253	1.24395
GM	**1**	**4.92**	**2.7508**	**1.01712**

Structural Equation Modeling (SEM) was applied to test the hypotheses established to examine the effect of participating employees' GOC perception on GM dimensions. In the model, the independent variable is GOC, and the dependent variables are H1: instrumental motives, H2: Relational motives, and H3: moral motives. The path model showing the effect of GOC on GM dimensions (instrumental, relational and moral) is presented in Figure 2.

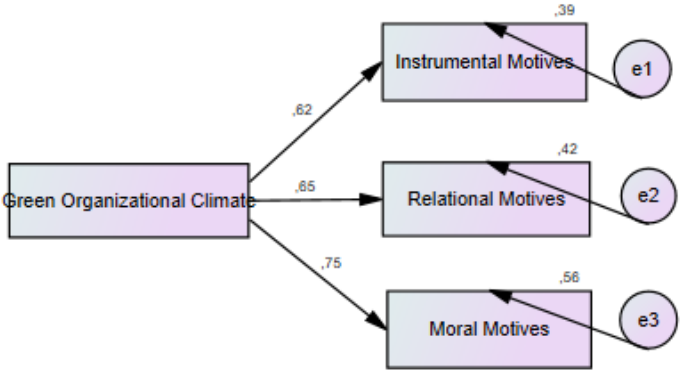

Figure 2. Path Model of the Effect of GOC on GM Dimensions

Findings regarding the effects of GOC on instrumental, relational and moral motives, obtained using the path model presented in Figure 2, are presented in Table 13. Accordingly, it was understood that the independent variable GOC explained the dependent variables, instrumental motives by 38.7%, relational motives by 42.2%, andmoral motives by 55.6%, respectively ($p < 0.05$). With reference to this, the hypotheses (H1, H2, H3) that were created within the scope of the research were accepted.

Table 13. Effect of GOC on GM Dimensions

Effect	R^2	Estimate (β)	Standard Error	t	p	Hypothesis	Result
Green Organizational Climate à Instrumental Motives	0.387	0.622	0.037	15.363	***	H_1	Supported
Green Organizational Climate à Relational Motives	0.422	0.649	0.042	16.514	***	H_2	Supported
Green Organizational Climate à Moral Motives	0.556	0.745	0.039	21.620	***	H_3	Supported

*Note: *p<0.05*

5. Results and Discussion

In the first stage of this research, which was designed in a two-stage structure, the Green Motivation Scale developed by Paulraj et al. (2017) was adapted to Turkish. During the adaptation process, data obtained from 375 employees of businesses operating in different sectors in Konya with environmental policies were analyzed. In conclusion, a valid and reliable GM scale consisting of 3 dimensions and 13 items in accordance with the original was obtained. The dimensions of the scale are labeled as instrumental, relational, and moral, adhering to the use of the original scale. In the resulting scale, the instrumental motives are represented by 5 items. These items explain the motivation of Turkish business organizations to engage in green activities for various reasons, such as the demand and satisfaction of the organization's shareholders, avoiding bad publicity of the organization, and short- and

long-term profit. Relational motives are represented by 4 items in the scale. These items explain the motivation to engage in green activities for relational reasons, such as increasing the customer base, appearing different from competitors, seeing green practices as a fundamental source of sustainable competitive advantage, and being able to comply with legal regulations on this subject. The moral motivations are represented by 4 items in the scale. These items explain the motivation to engage in green activities for moral reasons, such as feeling responsible for the environment and being interested in environmental problems, senior management levels seeing environmental sensitivity as a significant section of the corporate strategy and thinking that engaging in sustainable activities is the right choice.

In the second stage of the research, the effects of GOC on GM dimensions were examined. Eventually, GOC had a statistically significant and positive effect on instrumental motives. Accordingly, the hypothesis H1 (GOC affects individuals' instrumental motives) developed in this study was accepted. It is evaluated that as a green climate is created in organizations, employees take into account the green demands of the organization's shareholders and try to satisfy them more in this regard. They tend to avoid bad publicity for the organization and focus on increasing financial profits. As Institutional Theory and Stakeholder theories suggest, achieving maximum benefit for the stakeholders of an organization is related to how much green policies implemented in businesses motivate employees and how much sustainable development goals can be achieved using these tools. Another finding of the research is that GOC has a statistically significant and positive effect on relational motives. Accordingly, the hypothesis H2 (GOC affects individuals' relational motives) was accepted. It is evaluated that as a green climate is created in organizations, employees increase their efforts to increase the customer base in the business, to make the organization look different from its competitors in terms of the activities they conduct, to have the belief and determination to see green practices as a basic key to sustainable competitive advantage, and to ensure that the business complies with the legal regulations on sustainable activities. This result supports the theories of social impact and social information processing because it is believed that the support for green competencies such as creativity and work motivation of employees increases with the effect of businesses' environmental responsibility activities. In accordance with the Person-Environment Compatibility approach, in situations where social interaction is high, employees' attitudes and behaviors toward activities to protect the environment are reinforced by their social learning, and the characteristics of the organizational leader are also decisive in this regard. Additionally, increased desires to take on environmentally friendly roles in a green context indicate that the organization will be stronger in recognizing green opportunities, as AMO theory accepts. The study also found that a green organizational climate has a statistically significant and positive effect on moral motivation. Accordingly, the hypothesis H_3 (GOC affects individuals' moral motives) developed in this study was accepted. It is evaluated that as a green climate is created in organizations, employees' sense of responsibility toward the environment and their interest in environmental problems increase, senior management levels evaluate their environmental awareness studies as a corporate strategy tool and identify sustainable activities with the truths of life. In addition, the institutionalization of business ethics (conducting business activities within the framework of honesty, trust, respect and justice) by organizations will strengthen employee motivation and ties with the business.

The study has some limitations. In particular, in this research, data were acquired only from employees of businesses operating in different sectors in Konya with environmental policies. Therefore, it is not possible to generalize the findings for Türkiye. The results of the adapted scale should be followed by applying it with sectoral restrictions or with a wider population and sample.

The research findings reveal that businesses and managers who care about the environment and sustainable activities should focus on various instrumental, relational, and moral arguments for increasing employee GM. In addition, GOC practices should be included for the same aim in the GM of employees. In this regard, activities to be carried out to create a green economic climate (GEC), green social climate (GSC), green digital climate (GDC), andgreen bureaucratic climate (GBC) in the organization will be able to increase the GM of employees in all dimensions, including instrumental, relational, and moral.

The GM scale adapted to Turkish can be used in future research to test its relationships with various arguments. In addition, the mediating effects of different variables on the effect of GOC on GM can be evaluated. Additionally, no research examining the effect of GOCs on GM. Comparing the concluding remarks on this study with those of subsequent study this subject may produce meaningful results.

Ethics Committee Approval: This study was approved by the ethics committee of Selçuk University (31.03.2023 - 495971)
Informed Consent: Written consent was obtained from the participants.
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Author Contributions Conception/Design of Study- A.E, S.K.; Data Acquisition- A.E, S.K.; Data Analysis/Interpretation- A.E, S.K.; Drafting Manuscript- A.E, S.K.; Critical Revision of Manuscript- A.E, S.K.; Final Approval and Accountability- A.E, S.K.
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APPENDIX: Green Motivation Scale Adapted to Turkish

	Lütfen aşağıdaki maddeleri, çalıştığınız kurumu sürdürülebilir faaliyetlerde bulunmaya sevk eden nedenleri düşünerek cevaplayınız. Size uygun gelen tek seçeneği işaretleyiniz. **…… sürdürülebilir faaliyetlerde bulunuyoruz.**	**Kesinlikle Katılıyorum**	**Katılıyorum**	**Kararsızım**	**Katılmıyorum**	**Kesinlikle Katılmıyorum**
	Araçsal Güdüler					
1.	Sürdürülebilirliğin geliştirilmesine yönelik hissedarların talebi nedeniyle	(5)	(4)	(3)	(2)	(1)
2.	Kötü tanıtımdan kaçınmak için	(5)	(4)	(3)	(2)	(1)
3.	Hissedarlarımızı memnun etmek için	(5)	(4)	(3)	(2)	(1)
4.	Kısa vadeli kârlılık için	(5)	(4)	(3)	(2)	(1)
5.	Uzun vadeli kârlılık için	(5)	(4)	(3)	(2)	(1)
	İlişkisel Güdüler					
6.	Müşteri tabanımızı artırmak için	(5)	(4)	(3)	(2)	(1)
7.	Bizi rakiplerimizden farklı kılmak için	(5)	(4)	(3)	(2)	(1)
8.	Sürdürülebilir rekabet avantajı kaynağı olduğu için	(5)	(4)	(3)	(2)	(1)
9.	Öncelikle sürdürülebilirliğe yönelik yasal düzenlemeler nedeniyle	(5)	(4)	(3)	(2)	(1)
	Ahlaki Güdüler					
10.	Çevreye karşı sorumluluk hissettiğimiz için	(5)	(4)	(3)	(2)	(1)
11.	Çevreye olan gerçek ilgimiz nedeniyle	(5)	(4)	(3)	(2)	(1)
12.	Üst yönetim, çevresel duyarlılığı kurumsal stratejinin hayati bir parçası olarak gördüğü için	(5)	(4)	(3)	(2)	(1)
13.	Yapılacak doğru şey bu olduğu için	(5)	(4)	(3)	(2)	(1)