

GREEN LOGISTICS: DEFINING THE FACTORS INFLUENCING EMPLOYEE'S ENGAGEMENT IN SUSTAINABILITY, AND LINKING IT TO THE CORPORATE IDENTITY AND ITS SOCIAL RESPONSIBILITY

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Abstract

This study investigates the degree of congruence between employees' perceptions of company sustainability and their use of sustainable activities outside of work. A total of 217 participants from logistics enterprises in Istanbul completed a detailed questionnaire that assessed demographics, corporate social responsibility (CSR), pro-environmental behavior (PEB), and organizational identification. The findings show a robust relationship between CSR perception and PEB, confirming the idea that employees who see their employer as socially responsible are more inclined to take pro-environmental measures. Furthermore, organizational identification predicts PEB, demonstrating the importance of employee commitment to the business in generating sustainable habits. The mediation analysis also demonstrates that OI mediates the link between CSR and PEB, emphasizing its significance in influencing workers' sustainable actions. The report emphasizes the need of organizations improving their CSR programs and promoting organizational identification in order to raise sustainability practices both within and outside of the workplace. Limitations include the study's narrow emphasis on a single city and industry, which suggests opportunities for larger geographical and sectoral replication.

Keywords: Logistics, Sustainability, Pro-environmental Behavior, Organizational Identification, Corporate social responsibility

JEL.Codes: M10, M14, M19

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YEŞİL LOJİSTİK: ÇALIŞANLARIN SÜRDÜRÜLEBİLİRLİĞE KATILIMINI ETKİLEYEN FAKTÖRLERİ TANIMLAMAK VE BUNLARI KURUMSAL KİMLİK VE SOSYAL SORUMLULUKLA BAĞLANTILAMAK

Öz

Bu çalışma, lojistik sektöründeki çalışanların şirketlerinin sürdürülebilirlik hedeflerini nasıl algıladıklarını ve bu hedefleri hayatlarına nasıl entegre ettiklerini araştırmaktadır. Çalışma, çalışanların şirket sürdürülebilirlik algıları ile iş dışında sürdürülebilir faaliyetler kullanma derecesi arasındaki uyumu incelemektedir. İstanbul'daki lojistik şirketlerinden toplam 217 katılımcı, demografik bilgiler, kurumsal sosyal sorumluluk (KSS), çevre dostu davranış (ÇDD) ve örgütsel kimlik (ÖK) değerlendiren ayrıntılı bir anketi tamamladı. Bulgular, KSS algısı ile ÇDD arasında güçlü bir ilişki olduğunu göstererek, işverenini sosyal olarak sorumlu gören çalışanların çevre dostu önlemler almaya daha yatkın oldukları fikrini doğrulamaktadır. Ayrıca, ÖK'nin ÇDD'yi öngördüğünü göstererek, çalışan bağlılığının sürdürülebilir alışkanlıklar oluşturmadaki önemini ortaya koymaktadır. Aracılık çalışması, ÖK'nin KSS ile ÇDD arasındaki bağlantıyı aracı kıldığını da göstererek, çalışanların sürdürülebilir eylemlerini etkilemedeki önemini vurgulamaktadır. Rapor, işletmelerin KSS programlarını geliştirmeleri ve ÖK'yi teşvik etmeleri gerektiğini, böylece hem işyerinde hem de iş dışında sürdürülebilirliği teşvik etmeleri gerektiğini vurgulamaktadır. Sınırlamalar arasında çalışmanın tek bir şehir ve sektöre odaklanması yer almakta olup, bu durum daha geniş coğrafi ve sektörel tekrarlar için fırsatlar sunmaktadır.

Anahtar Kelimeler: Lojistik, Sürdürülebilirlik, Çevre dostu davranış, Örgütsel kimlik.

JEL Kodları: M10, M14, M19.

1. Introduction

With the crucial role played by the logistics sector in global economic activity, the need for environmental sustainability is becoming more and more intertwined in today's logistics environment. The logistics sector, which enables the transportation, warehousing and processing of goods, has grown rapidly, promoting economic development but also presenting environmental problems such as carbon emissions and increased pollution. (He et al., 2018). As the logistics industry develops, sustainable methods are becoming increasingly necessary. Once seen as a personal decision, environmental sustainability has now become a primary goal for many companies, particularly companies looking to improve their operational effectiveness and reduce their environmental impact. (Küçüköçlü and Pınar, 2015).

Companies are gradually using green logistics technologies in response to increasing environmental and regulatory requirements. Among these strategies are initiatives to reduce emissions, enhance the energy economy and introduce environmentally friendly technology (Vienažindienė et al., 2021). Companies are realizing that supporting larger environmental goals and achieving long-term profitability can be achieved through a strong sustainability plan (Abe et al., 2019). Following the emergence of green logistics which indicates the trend towards sustainability, social and economic concerns have been addressed, reducing the environmental impact of logistics operations (Manjunath, 2014).

Employees' pro-environmental behavior is influenced by and alignment of corporate social responsibility with business objectives. Moreover, the crucial role in developing a sustainable culture is played by management and human resources (Luís and Silva, 2022). Good communication and transformational leadership are essential to increase employees' understanding of the environment and to encourage sustainable activities (Lee et al., 2018). Companies must understand the relationship between employee behavior, corporate identity and CSR as they work to integrate sustainability into their core principles in order to drive effective environmental initiatives (Saeed et al., 2019).

This paper examines the impact of workers' sense of belonging to the company on their environmental actions, and how it influences workers' attitudes about corporate social responsibility. The study aims to shed light on the dynamics in the logistics industry, support the overall sustainability of the industry, and research how these variables interact by focusing on logistics companies in Istanbul. The research also aims to shed light on processes that may facilitate the shift towards more environmentally friendly logistics methods and enhance corporate sustainability initiatives. By conducting an in-depth examination of the links between organizational identity, CSR and employee behavior.

2. THEORETICAL FRAMEWORK

2.1. The advancement of logistics and the importance of sustainability in modern logistics

The logistics sector is now being a major factor in the economic sector as it is currently playing an important role in connecting consumers with suppliers. Logistics involves the movement of goods globally, encompassing essential tasks such as picking, delivering, storing, handling, packing, recycling, and post-processing, all aimed at fulfilling demand and supply requirements (He et al., 2018). The logistics sector is evolving continuously, bringing both advantages and disadvantages. While it drives economic growth, it also contributes to rising carbon

emissions. Daily operations significantly affect the environment. Initially seen as a personal choice, the shift towards environmental sustainability is now a common objective for organizations. Many companies are proactively striving to operate in a more environmentally responsible manner (Küçükoğlu and Pınar, 2015).

Sustainable management systems have begun to be adopted by various companies, though they are often not fully integrated into these firms. The impact of financial success on sustainability is unclear, as social and environmental factors are often separate from financial performance (Hristov and Chirico, 2019). To achieve sustainability, organizations involved in sustainability efforts require a thorough vision. They will need a comprehensive system that clearly represents the sustainability perspective (Chofreh and Goni, 2017). An increasing number of risk-averse organizations are opting for a resilience strategy instead of a "business as usual" approach that overlooks risk. This shift is driven by the understanding that resilience is crucial for not only the long-term profitability and growth of businesses but also for the future well-being of humanity (Abe et al., 2019).

The growth of freight transportation services in recent years has significantly impacted congestion, safety, and pollution. Green logistics initiatives have been increasingly adopted by companies, and the demand for green logistics solutions from countries is nonetheless increasing (Vienažindienė et al., 2021). Building a sustainable company starts with a strong sustainability strategy and an effective governance framework. Entrepreneurs need to be honest about their business practices and develop a new business model that moves away from unsustainable practices (DHL, 2023). An organization's receptiveness to new ideas affects its readiness to embrace new technologies. If companies want to succeed in the field of adopting advanced environmental strategies, they have to work on making their innovative potential greater (Lee et al., 2018).

The term logistics revolves around all activities associated with the movement of goods and services, while the term "green logistics" means measuring the environmental impact of logistics operations and reducing their impacts. (Manjunath, 2014). However, due to these measures, protecting the rights of residents and individuals to live in a healthy and appropriate environment may be violated and become very difficult (Perkumienė et al., 2020). There are new approaches being developed and economically viable solutions being created to achieve environmental sustainability due to the need to protect the environment being the important factor for this (Zowada, 2020). Green performance has several elements that have been focused on in several other researches, the most important of which are budget measures and providing feedback to help with this (Saeed et al., 2019). Green logistics, which is in line with the principles of environmentally sustainable development, is recognized in scientific discussions for its ability to address environmental, economic and social issues that can be summarized in the methods and metrics used to reduce environmental impact (Vienažindienė et al., 2021).

Environmental positions are divided into voluntary and mandatory, and by providing a suitable work environment for employees, human resources management (GHRM) can contribute to their participation in practices that help preserve the company and achieve environmental sustainability, including environmentally friendly contributions (Saifulina et al., 2020). Employees can be helped to understand the importance of protecting the environment and increase their awareness of the importance of collecting waste and identifying and reducing sources of pollution by involving them in green training programs (Saeed et al., 2019). Enhancing the environmental aspect is a must and can be achieved through

several things, the most important of which is the use of environmentally friendly vehicles and switching to alternative energy sources. Companies can get a financial return by reducing their environmental impact and using renewable energy sources effectively. And also providing a fair and healthy working environment for employees and safety considerations, which improves the social aspect (Vienažindienė et al., 2021).

2.2. Employees' Views on Corporate Sustainability and The Influence of Management's Support

Leadership support in projects has been consolidated and the importance of management skills in this area has increased (Luís and Silva, 2022). To influence environmental business and its functions, studies and research have shown that managers' decisions greatly influence this, in addition to promoting and maintaining sustainability (Luís and Silva, 2022). Employee activity and participation in intensifying efforts to develop skills and implement green practices leads to integrated success. It is worth noting the importance of coordination and adjustment across various disciplines to implement green operations, as they are rather complex operations (Lee et al., 2018). Intermediate supervisors need to have a deeper understanding of the company's stance on environmental issues and possess greater authority to act accordingly. Consequently, we expect that mid-level supervisors will promote environmental concerns, enhancing awareness of how the company's commitment to ecology influences organizational citizenship behaviors (Luís and Silva, 2022).

Among various leadership styles, transformational leadership has garnered significant attention for promoting creative practices. Transformational leaders inspire and stimulate the intellects of those they lead, fostering creativity, performance, trust, and engagement. By creating a supportive and trustworthy environment, transformational leaders encourage positive responses from their subordinates, including increased commitment, job satisfaction, civic engagement, and productivity (Li et al., 2019).

Ecological enthusiasm refers to a positive emotion that drives individuals to engage in environmentally friendly behaviors (Afsar et al., 2016). Workplace spirituality fosters this ecological enthusiasm, which is influenced by environmental awareness. This awareness involves understanding and caring about the impact of human activities on the natural world and its inhabitants (Afsar et al., 2016). Pro-environmental behavior benefits many businesses involved in the supply chain in both direct and indirect ways. Primarily, companies benefit from reduced transportation costs, especially by lowering carbon dioxide emissions, all while maintaining high standards of customer service (Reshetnikova et al., 2021). A clear green vision encompasses a set of values and symbols that support environmental management, directing employees to participate in environmental issues. A green learning environment and efficient communication channels help ensure that employees are well-informed about environmental matters in their workplace (Saeed et al., 2019). However, many pro-environmental workplace activities, such as turning off cameras during video meetings, sorting waste, or biking, are typically voluntary and seldom enforced or institutionalized by the company (Luís and Silva, 2022).

Creating more sustainable businesses requires fostering cultures that promote social responsibility and encourage employees to adopt greener practices. To support this, awareness should be integrated into the company's mission statement, policies, strategic plans, internal communications, and reports to

effectively advocate for sustainability (Sarooha, 2014). The role of top management is essential for securing and effectively allocating resources needed to implement green practices and achieve an environmental competitive advantage. Access to financial and technical resources significantly enhances the adoption of transformational solutions (Lee et al., 2018). Among various leadership styles, transformational leadership has garnered significant attention for fostering transformational practices. Transformational leaders enhance their followers' creativity, performance, trust, and engagement by inspiring them, stimulating their thinking, and empowering them (Li et al., 2019). Employee confidence in leadership is essential for a transformational management approach. Transformational leaders create a positive emotional environment and build mutual trust, motivating individuals to exceed their expected roles. Trust is seen as a reciprocal relationship where team members rely on their leaders for guidance and conduct (Lee et al., 2018).

2.3. Corporate Social Responsibility: The Environmental Effects of Sustainable Practices on Freight Transportation

The logistics industry is evolving over time, with both advantages and disadvantages. While it fosters economic growth, it also contributes to increased carbon emissions. Daily operations significantly impact the environment. Initially, adopting green practices was primarily an individual effort, but it is increasingly becoming a goal and priority for organizations (Küçükoğlu and Pınar, 2015). Freight transportation undeniably contributes to significant environmental issues, such as air pollution from emissions, as well as various social and economic problems. This is why freight transportation should be prioritized in sustainability strategies (He et al., 2018).

For the past 30 years, scholars and practitioners have been working to establish a unified understanding of the concept: Corporate Social Responsibility. In 1960, Keith Davis suggested that social responsibility involves "decisions and actions taken for reasons that extend beyond the firm's direct economic or technical interests." This defines what it means for a firm to be socially responsible. Eells and Walton (1961) argued that corporate social responsibility (CSR) pertains to "the issues that emerge when corporate activities impact the social environment, and the necessity to address the full range of obligations that businesses have to society, including the most fundamental—economic (Carroll, 1991).

After assessing the organization's orientation and its environmental activities, transitioning from inactivity to active involvement, environmental management continuously evaluates strategies related to this issue. However, determining a company's strategic orientation primarily depends on its financial resources, employee competencies, and contributions to fostering an environmental culture (Küçükoğlu and Pınar, 2015). Road-based transportation networks contribute to a variety of social, environmental, and economic impacts in cities around the world. These effects include traffic congestion, air and noise pollution, and the consequences of traffic accidents (Browne et al., 2012). Vehicle kilometers, as a transportation statistic, are calculated by multiplying the number of vehicles on a particular roadway or traffic network by the average distance they travel in kilometers (De Radiguès et al., 2019). Alternative fuel is a broad term encompassing unconventional and nontraditional energy sources. It is important to note that some of these alternative fuels are environmentally friendly. For instance, liquefied natural gas (LNG) and compressed natural gas (CNG) are examples of fossil-based alternative fuels (DHL, 2023).

Business entities are regarded as key players in addressing sustainability challenges. Encouraging pro-environmental behavior among employees is a crucial way for companies to fulfill their societal responsibilities and promote the long-term advancement of the natural world (Lu et al., 2020). Firms and individuals ultimately develop similar ethical standards and values through inheritance and societal influence. Therefore, as employees become integrated into a specific corporate environment, their environmentally friendly behavior is shaped by the company's ethical principles and their own personal ethical views (Lu et al., 2020).

2.4. Organizational Identification Theories, Strategies and Commitment

Organizational identification is defined as the feeling of connection or association with a corporation, where people define themselves with regard to the organization(s) of which they represent. Employees frequently align themselves with cooperatives, exerting attempts to achieve the goals and objectives of the team with whom they identify, collaborate and connect (Cheema et al., 2020). Social identity is interpreted to mean that a person's awareness that they are connected to particular social organizations, in addition to the psychological worth and importance of affiliation with those groups to them. To put it differently, social identity is an individual's impression of themselves as a part of a particular social group. The classification process, which separates the world into digestible chunks, is crucial to social identity theory (Abrams & Hogg, 1990). The theory of organizational identities is divided into two types: self-categorization theory and social identity theory. The social identity approach helps to understand organizational identity and contributes to discovering the behavior of individuals and how it is affected by self-definition, interaction, and bias against others between groups (Acar et al., 2018). Organizational identification describes the basic elements of the identities of individuals and companies and must be resolved to understand behaviors and perspectives in companies (Lee et al., 2015). The success of an organization's goals is achieved by allowing employees to align their interests to high levels of organizational identity with its goals (Cheema et al., 2020). Comparisons in society allow people to evaluate their own talents, perspectives, and experiences. According to social identity theory, social comparison helps to clarify one's social identity, however the comparison is often among internal communities and outsiders (Abrams & Hogg, 1990).

Organizational commitment characterizes the bonds between managers and employees psychologically (Stinglhamber et al., 2015). Among companies, the effect of external recognition based on organizational identity differs from the effect of employee communication. The formation and impact of communication content on organizational identity is determined by the role of the communication environment (Smidts et al., 2021).

People need better self-assess serves as a motivating basis for distinguishing between social groupings. Diversification is more likely to occur on aspects of general social worth or of specific relevance to the in-group, particularly those whereby members of the group is generally favorable. Thus, one's social identity is strengthened to the point that the considered in-group is viewed as both distinct from and superior to the observed out-group, resulting in positive uniqueness (Abrams & Hogg, 1990).

2.5. Relationship between Pro-environmental Behavior, Corporate Social Responsibility Perception, and Organizational Identification

When an organization has a large number of employees or customers, its efforts and commitment to reducing environmental impact can significantly influence the behavior of many individuals (Van der Werff et al., 2021). The CSR approach has

become a global issue and is now implemented to help businesses manage stakeholder pressure while enhancing their competitive advantage and operational efficiency (Kamaruddin et al., 2021). Corporations perceived as committed to CSR receive positive feedback and are significantly more attractive to their employees (Barland, 2022). Additionally, employees feel more satisfied when their companies engage in socially responsible practices, which boosts their self-esteem and reinforces their decision to be part of the organization (Barland, 2022). Given that employees are a vital group of stakeholders who both need and advocate for organizational efforts to establish and sustain a socially responsible workplace, CSR is essential as a corporate ethical and moral obligation. This is particularly true for the manufacturing industry, where operations involve a wide range of participants, including raw material suppliers, employees, and target markets (Kamaruddin et al., 2021). Employees who trust their employer due to the organization's CSR activities will develop a strong sense of identification with the organization, positively influencing their attitudes and behaviors in the workplace (Barland, 2022).

3. METHODS

3.1. Research Model and Research Question

This study aims to determine whether employees in the logistics sector are aligning with their company's commitment to sustainability and whether they are willing to incorporate these practices into their own lives.

The research question was: To what extent do workers perceive and engage with companies' sustainability efforts in their personal lives, and what factors influence their adoption or non-adoption of sustainable practices outside of the workplace. Moreover, the study outlines three distinct hypotheses, which are as follows:

H1. There is a positive relation between an employee's perception of corporate social responsibility and his/her pro-environmental behaviors.

H2. There is a positive relation between organizational identification and pro-environmental behavior.

H3. The relationship between perceived corporate social responsibility and employees' pro-environmental behavior is mediated by organizational identification.

3.2. Sample

This research concentrates on logistics firms in Turkey, specifically in Istanbul. The study sample comprised 217 volunteers selected through a convenience sampling method. Data was collected from employees working in logistics companies located in Istanbul at the time of the study.

3.3. Data Collection

To gather data for the study, a four-part questionnaire was developed. The first section includes seven questions about the participants' demographic characteristics. The second section features six questions using 5-point scales, with the Corporate Social Responsibility measure assessed through Likert scales. The third section contains twelve questions aimed at evaluating participants' pro-environmental behaviors. The final section includes six questions regarding Organizational Identification.

The scale questions in the questionnaire are rated on a 1 to 5 scale. The reliability of the questionnaire, measured by Cronbach's Alpha, and it was reported as 0.985.

Data collection was conducted online with 217 participants. The survey was made available on the internet and shared with participants through platforms such as WhatsApp and Instagram. Participants were informed about the study and provided voluntary consent before completing the survey.

3.4. Data Analysis

The data collected during the research was analyzed using IBM SPSS software. The study began with an examination of the participants' demographic information. Following this, the hypotheses were tested through reliability and factor analysis, Pearson correlation analysis and regression analysis.

4. FINDINGS

4.1. Frequencies Analysis

Demographic statistics of the participants are shown in Table 1.

Table 1. The frequencies analysis of the demographic statistics of the participants

Variable	Category	N	%
How long have you been working in the logistics' sector?	Less than 1 Year	15	7
	More than 1 but less than 5 years	115	53
	More than 5 but less than 10 years	65	30
	More than 10 but less than 15 years	16	7
	More than 15 years	6	3
What is your employment status in the company?	Full Time	192	88
	Part Time	25	12
What is your Gender?	Male	96	44
	Female	121	56
What is your age range (in years)?	20 to 30	137	63
	31 to 40	60	28
	41 to 50	20	9
	51 and above	0	0
What is your marital status?	Single	104	48
	Married	98	45
	Other	15	7
What is highest level of education you have completed?	Bachelor's Degree	180	83
	Master's Degree	32	15

	Doctoral Degree (Ph.D.)	5	2
	Other	0	0
What role best describes your responsibility?	Employee	181	83
	Administrative	36	17

In Table 1, it was observed that the sample predominantly consisted of females (n=121; 56%), aged between 20 and 30 (n=137; 63%), who were employed full-time (n=192; 88%) and had been working for more than 1 year but less than 5 years (n=115; 53%). Most participants were single (n=104; 48%), regular employees (n=181; 83%), and held a bachelor's degree (n=180; 83%).

4.2. Reliability Analysis

The results of the overall Cronbach's Alpha reliability analysis, as well as the Cronbach's Alpha reliability for each individual scale, are presented in Table 2.

Table 2. Reliability analysis

Variable	Cronbach's Alpha	N of Items
Corporate Social Responsibility	0,968	6
Pro-environmental Behavior	0,977	12
Organizational Identification	0,948	6

A three-part questionnaire was completed by 217 participants. The corporate social responsibility scale included 6 items ($\alpha = .968$), the pro-environmental behavior scale had 12 items ($\alpha = .977$), and the organizational identification scale comprised 6 items ($\alpha = .948$).

Numerous reports indicate that acceptable Cronbach's Alpha values range from 0.70 to 0.95. The alpha value can be influenced by factors such as the number of test items, the interrelatedness of the items, and their complexity (Tavakol and Dennick, 2011). In this context, it is evident that the Corporate Social Responsibility scale, the Pro-environmental Behavior scale, and the Organizational Identification scale used in the study demonstrated high reliability.

4.3. Testing the Hypothesis

Factor analysis of the 3 variables (Corporate social responsibility, Pro-environmental Behavior and Organizational Identification) is shown in Table 3.

Table 3. Factor analysis

Dimension	Factor Loadings	Cronbach α
Corporate Social Responsibility (CSR)	0.973	0,968
	0.806	

	0.799	
	0.738	
	0.729	
	0.657	
Pro-environmental Behavior (PEB)	1.014	0,977
	0.834	
	0.768	
	0.744	
	0.731	
	0.722	
	0.711	
	0.697	
	0.684	
	0.680	
	0.655	
Organizational Identification (OI)	0.622	0,948
	0.919	
	0.889	
	0.874	
	0.824	
	0.801	
0.659		

The items in the CSR, PEB and OI scales are suitable for measuring constructs, as was demonstrated by factor analysis of the scales, in addition to the importance of factor loadings exceeding 0.4 without exception. These results demonstrate that the scales are both accurate and valid measures of corporate social responsibility, pro-environmental behavior, and organizational identity. Consequently, these findings provide a strong basis for further research and analysis, investigating the hypothesis that companies can effectively monitor and enhance these factors to

promote environmental sustainability and employee engagement in the logistics sector.

4.3.1. The relationship between an employee's perception of corporate social responsibility and her/his pro-environmental behaviors.

Pearson's correlation analysis is shown in Table 4.

Table 4. Pearson's correlation analysis

		CSR	PEB	OI
CSR	Pearson Correlation	1	.865**	.837**
	Sig. (2-tailed)		0,000	0,000
	N	217	217	217
PEB	Pearson Correlation	.865**	1	.846**
	Sig. (2-tailed)	0,000		0,000
	N	217	217	217
OI	Pearson Correlation	.837**	.846**	1
	Sig. (2-tailed)	0,000	0,000	
	N	217	217	217
**. Correlation is significant at the 0.01 level (2-tailed).				

The linear relationship between corporate social responsibility and pro-environmental behavior was evaluated using a Pearson correlation coefficient, which showed a strong positive correlation ($r = .865$, $p < .01$). This finding suggests that firms engaged in CSR are also likely to demonstrate significant pro-environmental behavior, which in this case confirms and validates hypothesis 1.

4.3.2. The relationship between organizational identification and pro-environmental behavior.

The Coefficients analysis is shown in Table 5.

Table 5. Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0,269	0,133		2,019	0,045		
CSR	0,521	0,056	0,522	9,283	0	0,299	3,347
OI	0,399	0,055	0,409	7,28	0	0,299	3,347

a. Dependent Variable: PEB

Results showed that organizational identification is a significant predictor of pro environmental behavior ($\beta = 0.409, p < 0.000$), which indicates a positive link between the two variables and reinforces the support for Hypothesis 2 of this study.

The variance inflation factor (VIF), which quantifies the extent to which the variance of a predicted regression coefficient is inflated when the independent variables are related, is simply the inverse of the tolerance. The likelihood of multicollinearity between variables rises as tolerance falls. The absence of correlation between the independent variables is indicated by the VIF = 1 result (Shrestha, 2020). Typically, major collinearity problems throughout the indicators of formatively assessed constructs are indicated by VIF values of 5 or above. Collinearity problems, however, can also arise at low VIF values of 3. The VIF values are meant to be around 3 or less. In addition to the VIF, condition index (CI) is another tool that researchers may use to determine if critical collinearity levels exist in formative measurement models (Hair et al., 2022). If the VIF score is between 1 and 5, it suggests a significant relationship between the factors. The range of 5 to 10 is the difficult value of VIF, which is used to identify closely related variables. If VIF is between 5 and 10, there will be multicollinearity among the predictors in the regression model; if VIF is larger than 10, the regression coefficients are only weakly estimated when multicollinearity is present (Shrestha, 2020). According the the values shown in Table 5, VIF = 3,347. Therefore, there is not problem of multicollinearity.

4.3.3. The relationship between perceived corporate social responsibility and employees' pro- environmental behavior is mediated by organizational identification.

Mediation analysis (Direct and Indirect effects) is shown in Table 6.

Table 6. Mediation analysis

Direct effect of CSR on PEB:						
Effect	se	t	p	LLCI	ULCI	c'_cs
.5212	.0561	92.830	.000	.4106	.6319	.5220
Indirect effect(s) of CSR on PEB:						
	Effect	BootSE	BootLLCI	BootULCI		
OI	.3423	.0744	.2005	.4887		
Completely standardized indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
OI	.3428	.0707	.2037	.4768		

A variety of mediating effects that were divide into two categories. The first set of effects, known as nonmediation, shows that there is no mediating effect: Nonmediation that is limited to the direct effect; the indirect influence is not substantial. No-effect nonmediation: there is no discernible direct or indirect impact. Moreover, It was identified that three forms of mediation when a mediating effect is present: Complementary mediation which refers to both the direct and indirect effects have a substantial bearing and are directed in the same direction.

Competitive mediation which means that both the direct and indirect effects have a considerable impact, but they go in different directions and Only indirect mediation occur when the direct effect is not substantial (Hair et al., 2022).

According to the direct effect analysis presented in Table 6, CSR demonstrates a strong and beneficial impact on PEB (coefficient = 0.5212, $p < 0.001$). The study also found that CSR has a significant indirect effect on PEB through OI, with a completely standardized indirect effect of about 0.343, and a Bootstrap confidence interval of 0.204 to 0.477. Since CSR directly and through the mediator OI affects PEB, and both the direct effect and the indirect effect are significant, this suggests partial mediation between the variables as explained in Table 7 below.

Table 7. Partial Mediation

Effect Type	Effect	SE	p-value	95% Confidence Interval (CI)	Conclusion
Direct Effect of CSR on PEB	0.5212	0.0561	0.000	[0.4106, 0.6319]	Significant, direct effect
Indirect Effect of CSR on PEB (through OI)	0.3423	0.0744	N/A	[0.2005, 0.4887]	Significant, indirect effect

The overall analysis confirms the hypothesis that organizational identification (OI) serves as a mediator in the relationship between perceived corporate social responsibility (CSR) and employees' pro-environmental behavior (PEB). This conclusion is supported by the significant direct effect of CSR on PEB as well as the substantial indirect effect of CSR on PEB through OI. Furthermore, even after accounting for the mediating role of OI, CSR's direct impact on PEB continues to be significant.

5. DISCUSSION AND CONCLUSION

Identifying the factors that influence employees' adoption or rejection of sustainable practices outside the workplace was one of the objectives of this study. In addition, employees interact with companies' sustainability efforts in their personal lives and measure their awareness of them was targeted. The ages of the participants ranged between 20 and 30 years, and most of them were women with a bachelor's degree. The majority of them were single and had worked in the logistics sector for no more than five years. This is what the results of our study revealed.

The study consisted of three scales: corporate social responsibility (CSR), pro-environmental behavior (PEB), and organizational identification (OI). The study analyzed these measures with the aim of determining the relationship between the variables and ensuring their validity. In addition to discovering the direction of the relationship when variables are mediated, whether it remains positive or not. The analysis revealed that engaging in ethical behavior is enhanced by increased corporate social responsibility. To clarify the unique contributions and explore the mediation effects of CSR, a simultaneous regression analysis of PEB on both CSR and OI was performed, which demonstrated the association of both CSR and OI with PEB. The factors CSR, PEB, and OI were measured and targeted accurately, as evidenced by the fact that the factor loadings were more than 0.4. This is demonstrated by the direct effects of CSR and OI on PEB. The validity of the results of the three measures in this study: pro-environmental behavior, social responsibility and corporate organizational identity provides a strong basis for

further research as it is reliable. In order to improve employee engagement to increase sustainability, companies must improve these aspects.

Through the results of the multiple linear regression analyses, the study confirmed the validity of the aforementioned hypotheses. Beta (β) values significantly predicted pro-environmental behavior. This supported Hypothesis 1 (H1), which assumed that employees' perception of social responsibility and their pro-environmental activities have a positive relationship. In addition, Hypothesis 2 (H2), which established a positive relationship between organizational identity and pro-environmental behavior, was validated and supported by the results. As for the third hypothesis (H3), a significant indirect effect of CSR through OI on PEB was revealed by examining the direct and indirect relationships.

It is noteworthy to mention that there are several limitations to this study, the most important of which is that its participants were only current employees in the logistics sector, so these may not be the opinions of those who left this field. In addition, the study was conducted using a convenience sample in Istanbul only, which may change the result if it is generalized more widely throughout Turkey. It is recommended to expand the scope and number of the sample in future research, to determine the possibility of applying the results on a larger and more general level.

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