International **EU**ropean **J**ournal of **M**anagerial **R**esearch
Dergisi (EUJMR)
ISSN: 2602 – 4179/ Cilt: 8 / Sayı: 15
Research Article

EXAMINING THE RELATIONSHIP OF GREEN ORGANIZATIONAL BEHAVIORS WITH GENERAL PERFORMANCE*

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ABSTRACT

In today's business world, environmental responsibility and sustainability are gaining more importance day by day. Green organizational behaviors are an important tool for businesses to increase their environmental performance, energy and resource efficiency, and fulfill their social responsibilities. In this research, it is aimed to understand the green organizational behaviors of community pharmacy employees, such as environmental sustainability, recycling and energy saving, and to discover the relationship between these green organizational behaviors and general performance. In this context, the data set used in the research was accessed through a survey. In order to achieve the purpose of the research and to carry out the applications ethically, the necessary approvals were obtained from the responsible authors of the scales used, Ankara Chamber of Pharmacists, and Adıyaman University Social and Human Sciences Ethics Committee. Research surveys were applied face to face, between 09.03.2024 and 17.04.2024, 174 community pharmacy employees (including community pharmacists) operating in Keçiören district of Ankara province, selected by simple random method. SPSS 22.0 package program was used in the analysis of the obtained data set. Cronbach's Alpha value of the research questions was calculated as 0.925. Since the data did not show normal distribution ($p<0.01$), nonparametric tests were used to test the research hypotheses. As a result of the analysis, it was observed that there was a moderate positive relationship between the levels of environmental sensitivity, environmental participation, economic sensitivity, and technological sensitivity, which are the sub-dimensions of green organizational behavior, and general performance. Moreover, when the analysis results were evaluated together, it was observed that the green organizational behavior levels of community pharmacy employees did not differ according to sociodemographic characteristics, but their general performance levels varied greatly according to sociodemographic characteristics.

Keywords: Green Organizational Behavior, General Performance, Sustainability, Community Pharmacy Employees

Jel Codes: M10, M12, L20, I10

*This study was produced from Pharmacist Rumeysa Betül GIREVI's graduation thesis titled "Examining the Relationship between Green Organizational Behaviors of Community Pharmacy Personnel and General Performance: A Cross-Sectional Research in Ankara Province", and was presented orally at the 10th International EMI Congress.

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YEŞİL ÖRGÜTSEL DAVRANIŞLARIN GENEL PERFORMANSLA İLİŞKİSİNİN İNCELENMESİ

ÖZ

Günümüz iş dünyasında çevresel sorumluluk ve sürdürülebilirlik her geçen gün daha da önemli hale gelmektedir. Yeşil örgütsel davranışlar, işletmelerin çevresel performanslarını, enerji ve kaynak verimliliklerini artırmaları ve sosyal sorumluluklarını yerine getirmeleri için önemli bir araçtır. Bu araştırma, eczane çalışanlarının çevresel sürdürülebilirlik, geri dönüşüm ve enerji tasarrufu gibi yeşil örgütsel davranışlarını anlamayı ve bu yeşil örgütsel davranışlar ile genel performans arasındaki ilişkiyi keşfetmeyi amaçlamaktadır. Bu bağlamda araştırmada kullanılan veri setine anket yoluyla ulaşılmıştır. Araştırmanın amacına ulaşılması ve uygulamaların etik olarak yürütülebilmesi için kullanılan ölçeklerin sorumlu yazarlarından, Ankara Eczacı Odası'ndan ve Adıyaman Üniversitesi Sosyal ve Beşeri Bilimler Etik Kurulu'ndan gerekli izinler alınmıştır. Araştırma anketleri, Ankara ili Keçiören ilçesinde faaliyet gösteren ve basit rastgele yöntemle seçilen 174 eczane çalışanına (serbest eczacılar/eczane sahipleri dahil) 09.03.2024 - 17.04.2024 tarihleri arasında yüz yüze uygulanmıştır. Elde edilen veri setinin analizinde SPSS 22.0 paket programı kullanılmıştır. Araştırma sorularının Cronbach's Alpha değeri 0,925 olarak hesaplanmıştır. Veriler normal dağılım göstermediği için ($p<0,01$) araştırma hipotezlerini test etmek amacıyla nonparametrik testler kullanılmıştır. Analiz sonucunda yeşil örgütsel davranış, çevresel farkındalık, çevresel katılım, ekonomik farkındalık ve teknolojik farkındalık alt boyutları ile genel performans arasında orta düzeyde pozitif ilişki olduğu görülmüştür. Ayrıca analiz sonuçları birlikte değerlendirildiğinde, toplum eczanesi çalışanlarının yeşil örgütsel davranış düzeylerinin sosyodemografik özelliklere göre farklılaşmadığı, ancak genel performans düzeylerinin sosyodemografik özelliklere göre büyük oranda değiştiği görülmüştür.

Anahtar Kelimeler: Yeşil Örgütsel Davranış, Genel Performans, Sürdürülebilirlik, Eczane Çalışanları

JEL Kodları: M10, M12, L20, I10

INTRODUCTION

Nowadays, environmental sustainability has become a priority issue at the global level, and there is a transformation in the subject of minimizing the environmental impacts of the enterprises and turning to sustainable practices. In this context, the sensitivity of the enterprises towards their environmental responsibilities stands out as an important factor triggering green organizational behaviors. The health sector has a particularly remarkable position in this environmental transformation, and pharmacies, as the main providers of health services, play a leading role in fulfilling their environmental responsibilities. In this context, the role of the pharmacy staff is not only to provide health services, but also to create a great impact in the field of environmental sustainability. Green behaviors that place environmental sustainability at the center of the institution appear as attitudes and behaviors that respect nature and protect the environment (Zhang et al., 2021). These behaviors are the behaviors that people exhibit with the desire to make individual contributions to the environment (Makhloufi vd., 2021: 183).

Pharmacy employees are in a leading position in the sector with their green organizational behaviors, waste management, environmentally friendly practices and compliance with sustainability principles. In today's world where green practices are increasingly important in health services,

behaviors of pharmacy employees in accordance with environmental ethical values not only support individual and community health, but also contribute to a sustainable future by reducing negative impacts on the environment. In addition, pharmacy employees exhibit green behavior with various practices such as energy saving, waste management, environmentally friendly product use and recycling during their activities in the pharmaceutical sector, thus aiming to minimize environmental impacts. In fact, green organizational behaviors represent not only the environmental performance of the business, but also the contribution of society to the general sustainability efforts (Yiğit, 2017; Francoeur et al., 2021: 20). In particular, green employee behavior can be considered as a society-oriented micro solution aimed at solving environmental and sustainable development problems. Such behaviors include strategies developed on issues such as sensitivity to environmental problems, waste management, energy efficiency and protection of natural resources. By adopting these behaviors, pharmacies not only create an environmentally friendly image, but also stand out with their cost savings and social responsibility. Therefore, effective management of green organizational behaviors can be an important step in the sustainability journey of pharmacies (Zhang, vd., 2021).

In this cross-sectional study conducted in Ankara, the relationship between the green organizational behaviors of community pharmacy employees and general performance was examined. The contribution of green organizational behaviors to the economic, social and environmental performance of pharmacies is of vital importance for sustainability efforts in the health sector. An in-depth evaluation of these behaviors can be an important indicator reflecting the success of a company in achieving its sustainability goals.

1. CONCEPTUAL FRAMEWORK

1.1. Theoretical Foundations of Green Organizational Behavior

The theoretical foundations of green organizational behavior (GOB) encompass a variety of frameworks that explain how individual and organizational factors influence environmentally sustainable practices within organizations. Foundational theories such as the Theory of Planned Behavior (TPB) and the Value-Identity-Personal Norm (VIP) model are instrumental in understanding employee green behavior (EGB) and its antecedents, including green human resource management (GHRM) practices and organizational culture.

The theoretical frameworks of green organizational behavior (GOB) are explained by Nuswanto et al. (2023) as follows:

- Theory of Planned Behavior (TPB): This theory proposes that individual behavior is driven by intentions influenced by attitudes, subjective norms, and perceived behavioral control. It

provides a foundation for understanding how employees' beliefs about environmental practices influence their actions.

- Value-Identity-Personal Norm (VIP) Model: This model emphasizes the role of personal values and identity in shaping pro-environmental behaviors, suggesting that individuals are more likely to engage in green behaviors when they identify with environmental values.

The factors affecting green organizational behavior (GOB) are explained in the literature (Annisa et al., 2024; Nuswanto et al., 2023; Wang, 2022) as follows:

- Green Human Resource Management (GHRM): GHRM practices such as training and development focused on sustainability significantly impact EGB by fostering a supportive organizational culture. These practices such as training and development focused on sustainability are critical antecedents to encourage green employee behavior, and also create an organizational culture that prioritizes environmental responsibility.
- Organizational Culture: A strong green organizational culture encourages employees to adopt sustainable practices and align personal and organizational values with environmental goals.

1.2. Green Behavior, Green Employee Behavior and Green Organizational Behavior

Green behavior refers to employees' actions that support environmental sustainability and avoid behaviors that endanger this sustainability (Jackson et al., 2012). Green employee behavior covers various actions aimed at protecting the environment and promoting the sustainable development of the organization through employees' efficient use of resources, reducing waste, gaining environmental awareness, saving energy and water, and recycling activities (Sobaih, et al., 2022; Zhang, et al., 2021; Norton, et al., 2015). Green behavior is defined as environmentally friendly actions that contribute to environmental sustainability within the organization and are aimed at this goal (Zhang et al., 2021). These are behaviors that people adopt in order to make individual contributions to the ecosystem (Makhloufi et al., 2021: 183). Ecological or environmentally friendly behaviors are defined as activities that cause minimal harm to the environment, or even provide benefits to the environment (Steg and Vlek, 2009: 309).

GOB includes measurable actions that are carried out with the active participation of employees and that contribute positively to environmental sustainability or reduce environmental impacts. Such behaviors may include practices such as waste management, energy and water conservation, and recycling (Lin and Ho, 2010: 691). The implementation of Sustainable Green Management Systems (SGMS) can help organizations align their operational goals with environmental sustainability and promote a holistic approach to GOB (Sharma et al., 2024). Accordingly, green organizational behavior can be expressed as the demonstration of behaviors compatible with this structure in organizational structures that promote green organizational practices in the fields of management and organization.

Green behavior, which includes employee green behavior (EGB), green employee behavior, and green organizational behavior, is increasingly important to promote environmental sustainability in various sectors. Organizations implement various strategies to improve these behaviors, which significantly affect environmental performance. The applications of these concepts in different sectors are discussed below:

Employee Green Behavior (EGB): EGB refers to individual actions that contribute to environmental sustainability within organizations. Studies show that EGB is positively associated with green human resource management (GHRM) and green innovation (GI), leading to improved organizational environmental performance (OEP) (Ismail and Imran, 2024; Ismail and Imran, 2023). For example, in the manufacturing sector, EGB has been associated with improved GI, which mediates the relationship between EGB and OEP (Ismail and Imran, 2024).

Green Human Resource Management (GHRM): GHRM practices such as training and development focused on sustainability promote EGB among employees. Organizations that adopt GHRM strategies report higher levels of EGB, which fosters a culture of sustainability and innovation (Ismail and Imran, 2023; Zacher et al., 2023).

Green Organizational Behavior: This concept encompasses collective behaviors within organizations aimed at achieving sustainability goals. Research suggests that EGB serves as a core component of corporate environmental sustainability and influences practices at multiple levels, including individual, team, and organizational contexts (Zacher et al., 2023).

While the focus on green behaviors is increasing, some argue that the effectiveness of these initiatives may vary significantly across sectors, influenced by organizational culture and external regulatory pressures. This highlights the need for tailored approaches to effectively promote green behaviors.

1.3. The Importance of Green Organizational Behavior in The Pharmacy Profession

Green organizational behavior is an approach that adopts environmentally sensitive, sustainable and ecologically responsible business practices. These behaviors include changes in business processes in order to minimize environmental impacts and protect natural resources. The pharmacy profession is a sector that has environmental impacts as well as being an important part of health services. Therefore, the adoption of green organizational behavior in the pharmacy profession is of great importance. For the pharmacy profession, the adoption and implementation of green organizational behavior is important in terms of reducing environmental impacts, sustainable drug production and use, patient education and awareness.

1.3.1. Reducing Environmental Impacts

The pharmaceutical industry can have significant environmental impacts through the production, distribution and waste management processes of pharmaceuticals. Adopting green organizational behavior can help reduce the environmental impact of these processes. For example, using energy-efficient technologies, switching to renewable energy sources, and properly managing waste can significantly reduce environmental impacts.

1.3.2. Sustainable Pharmaceutical Production and Use

Green organizational behavior promotes sustainable drug production and use. This includes practices such as using environmentally friendly raw materials, minimizing water and energy consumption in production processes, and recycling waste. In addition, pharmacists can educate patients about the correct use of medicines and recycling of waste medicines. This helps prevent drug waste and reduce negative environmental impacts.

1.3.3. Patient Education and Awareness

Pharmacists, as professionals who directly contribute to public health, play an important role in the dissemination of green organizational behavior. Pharmacists can help increase public awareness by educating patients and community members about environmentally friendly drug use and waste management. Pharmacists can increase patient awareness about environmentally friendly drug use, waste management, and drug disposal because they are in direct contact with patients. Thus, patients can contribute to reducing environmental impacts. This contributes to increasing environmental awareness in society as a whole and to the adoption of a more sustainable lifestyle. As a result, the adoption of green organizational behavior in the pharmacy profession provides significant benefits in many areas, such as reducing environmental impacts, sustainable drug production and use, public awareness, and education. By adopting environmentally friendly business practices, pharmacists can make positive contributions to both their own profession and public health. Therefore, the dissemination of green organizational behavior in the pharmacy profession is of great importance.

1.4. Research on Green Organizational Behavior

When the relevant literature in the field of green organizational behavior is examined, it is observed that these studies first started to explain environmental sustainability and environmentally friendly behaviors of employees in organizations, and then, over time, research on determining the factors affecting these green behaviors gained importance (Wiernik et al., 2016). The field of green organizational behavior of employees, which has been of interest especially in foreign literature for many years, has gained popularity in domestic literature in recent years and has begun to be investigated. For example, in the study conducted by Sarıbay and Durgun (2019), the relationship between green employee behavior and organizational citizenship behavior was examined. This study focused on how citizenship behaviors of employees in the workplace are related to environmentally friendly behaviors.

In the study conducted by Bayrakçı and Dinç (2020), the motivations affecting the green organizational behaviors of private school teachers were investigated. In this study, the factors and motivations that determine the behaviors of teachers on environmental issues were emphasized. Eroymak et al. (2018) conceptually addressed the green behaviors of employees in their study. In this study, topics such as what green behavior is, how it can be defined and how it can be encouraged in the workplace were emphasized. Kerse et al. (2021) examined the topics of "Green Intrinsic Motivation", "Green Transformational Leadership" and "Employee Green Behavior: Scale Adaptation and Relationship". In this study, the effects of green leadership and intrinsic motivation on green behaviors were emphasized, and the scaling of these topics and their relationships were discussed. In their study, Bissing-Olson Iyer et al. (2013) aimed to determine the effects of workplace behaviors related to the environment on the environment and in daily life. As a result of the data analysis, it was determined that the emotional states of the employees affect the environmental behaviors in the workplace, and when the employees see themselves as comfortable, peaceful, good and calm, they perform their duties/jobs with more environmentally friendly methods. In their research, Wiernik, Dilchert and Ones (2016) conducted a meta-analysis to determine the correlation between the employee green behavior and the age variable of the participants. The degree of difference in the stereotyped idea that older employees are less sensitive to the environment than younger employees in institutions was revealed. In this context, a study was conducted on 4676 professional employees from samples taken from 11 different countries. As a result of the study, it was determined that the age of the pharmacy employees working in institutions has a small positive correlation with environmental behavior.

1.5. General Performance Concept

General performance is a concept that shows the extent to which an individual, an organization, or a system complies with predetermined goals or standards, or how effective it is. More specifically, general performance is a concept that includes elements such as the level of achievement of predetermined goals, the ability to complete tasks efficiently, the ability to conform to prescribed standards, and the ability to continuously improve performance. In short, general performance is a phenomenon that shows the degree to which an individual, organization, or system meets predetermined criteria and the level of effectiveness.

General performance is a comprehensive concept that encompasses the economic, social and environmental dimensions of a business. While economic performance focuses on factors such as financial sustainability and profitability, social performance evaluates the social impacts of the business and its contributions to its stakeholders. Environmental performance evaluates the impacts of business on the environment and measures the effectiveness of environmental sustainability practices. In this

context, the evaluation of general performance can be an indicator that reflects the success of the business in achieving its sustainability goals. Green employee behavior is considered as a micro activity that is essentially aimed at solving environmental and sustainable development problems and is a positive organizational behavior. This behavior expresses an approach in which individuals and organizations try to find solutions to environmental problems by showing sensitivity to the environment. Green employee behavior is usually realized by adopting and encouraging environmental practices such as waste reduction, energy and water saving, and recycling. These behaviors contribute to the struggle of both individuals and society against environmental problems (Zhang, vd., 2021). Especially in the health sector, where competition is intense, the success of health institutions depends on having an effective performance management system. Performance management contributes to the evaluation of employees' efforts and the achievement of institutional goals. An important determinant of organizational performance is employee performance (Özer and Sungur, 2020: 273-274). When employees become primary members of an organization that directs them to better jobs, encourages their personal development, fulfills their goals and duties, and represents the highest moral standards, they do their best. This is an important factor that determines the quality of working life (Palmer, 1993: 22).

1.6. The Relationship of Green Organizational Behavior with General Performance

Green organizational behavior can have positive effects on general performance. Being seen as an environmentally conscious organization can help increase reputation with consumers and stakeholders and gain competitive advantage. In addition, green practices generally increase efficiency and reduce costs. This can increase profitability and contribute to sustainable growth in the long term. Therefore, it is thought that there is a positive relationship between green organizational behavior and general performance. Organizations can both contribute to the environment and increase their own performance by being sensitive to environmental factors. The relationship between green organizational behavior and general performance in the field of pharmacy can be evaluated from various perspectives:

- Environmental Impacts: The pharmaceutical sector is directly related to environmental factors such as waste management and the effects of chemical substances. Green organizational behaviors include practices such as the use of more effective and less environmentally damaging chemical substances in waste management. These practices can contribute positively to general performance by reducing environmental effects.
- Cost and Efficiency: Green practices are generally cost-effective and efficiency-enhancing. Pharmacies can reduce costs through practices such as energy and water conservation, which can positively impact their general performance.

- Competitive Advantage: Green organizational behaviors can help pharmacies create an image of being environmentally friendly and socially responsible, which can increase customer preference and provide a competitive advantage.
- Regulatory Compliance: Compliance with environmental regulations is important for pharmaceutical companies. Green organizational behaviors can facilitate compliance with these regulations and improve general performance by avoiding penalties.

From these perspectives, it can be said that green organizational behaviors can positively affect general performance in the field of pharmacy. Therefore, it is important to adopt and encourage green practices in the pharmacy sector.

2. RESEARCH

2.1. Purpose and Importance of Research

This study aims to examine the relationship between the green organizational behaviors of community pharmacy employees, such as environmental sustainability, recycling, and energy saving, and general performance. Another aim is to reveal whether some sociodemographic characteristics of community pharmacy employees affect green organizational behaviors and general performance levels. The findings can provide strategic recommendations for pharmacy managers or business owners regarding the adoption or development of green sustainability practices. In addition, this study is original because it is the first study conducted in the field of pharmacy in terms of its subject, and it is important in terms of filling the gap in the literature and guiding other researchers.

2.2. Scales of the Research and Ethics Committee Approval

In order to achieve the aim of the study, the "Green Organizational Behavior Scale: A Scale Development Study" and "Job Performance Scale Development Study: A Private Hospital Application", which have been previously examined for validity and reliability in Turkey, were used. Permissions were obtained from the responsible authors of both scales for the use of the scale. Then, permission to apply for the survey was obtained from the Ankara Chamber of Pharmacists. Following the permissions in question, approval was obtained from the Adıyaman University Social and Human Sciences Ethics Committee with a letter dated 01.02.2024 and numbered 155 regarding the ethical conduct of the study.

2.3. Method and Time of Data Collection

The survey method was used to obtain the data. The questions in the survey are socio-demographic questions, green organizational behavior and general performance scales. Following the permission of Adıyaman University Social and Human Sciences Ethics Committee, the surveys were applied face to face to 174 community pharmacy employees (including community pharmacists / pharmacy owner) who were selected by a random method and were active in Keçiöeren district of Ankara province between 09.03.2024 and 17.04.2024. In order to determine the main mass, the website

where the pharmacies operating in Ankara province were listed was checked and the existence of 304 pharmacies was learned (URL-1). Within the scope of this study, a survey was applied to the employees of 174 community pharmacies (including community pharmacists / pharmacy owner). In the research, an error rate of 5% was accepted at a confidence interval of 95%.

2.4. Reliability of the Research

Reliability is an important criterion used to evaluate the structure, content and applicability of the measurement tool (Sencer and Sencer, 1978: 512). In terms of reliability of the scales used in the study, Cronbach's Alpha values, as a result of the evaluation of the two scales together, it is seen that the reliability Cronbach's Alpha coefficient of all research scale questions (35 statements) is 0.925. When the reliability results are examined, it is understood that the questions in the survey and the research data are highly reliable.

Table 1: Reliability Analysis

Scale	Number of Questions	Cronbach's Alpha
Green Organizational Behavior Scale	27	,912
General Performance Scale	8	,886
All Scale Questions	35	,925

2.5. Hypotheses of Research

The main hypotheses developed depending on the purpose of the research are as follows:

1.H_0: There is no difference in the green behavior levels of private pharmacy employees in terms of their socio-demographic characteristics.

1. H_1: There is difference in the green behavior levels of private pharmacy employees in terms of their socio-demographic characteristics.

2.H_0: There is no difference between the general performance levels of community pharmacy employees in terms of their socio-demographic characteristics.

2. H_1: There is a difference between the general performance levels of community pharmacy employees in terms of their socio-demographic characteristics.

3. H_0: There is no significant relationship between the green behavior levels of community pharmacy employees and their general performance levels.

3.H_1: There is significant relationship between the green behavior levels of community pharmacy employees and their general performance levels.

2.6. Normal Distribution Test and Data Analysis Methods

During the data collection and review phase of the study, analyses were conducted to determine some socio-demographic characteristics of the participants. In order to determine which methods would be used in testing the hypotheses of the study, the normal distribution test was first applied. According

to the Kolmogorov-Smirnov test results, it was determined that the data did not conform to a normal distribution ($p \leq 0.01$). Since the survey data did not show a normal distribution, non-parametric tests were used in hypothesis testing. In this context, the Kruskal-Wallis H test and the Mann-Whitney U test were applied. For correlation analyses, the Spearman rho correlation test was used because the data did not conform to a normal distribution.

3. FINDINGS

3.1. Descriptive Statistics

Apart from the hypotheses, the descriptive characteristics of the community pharmacy employees participating in this research, such as gender, marital status, age (generation status), education level and work experience level, are also shown in detail in the tables below.

Table 2: Descriptive Statistics of Community Pharmacy Employees

Gender	**n**	**%**	**Generation Status**	**n**	**%**
Female	113	64,9	Baby Boomers	3	1,7
Male	61	35,1	Generation X	29	16,7
Total	174	100,0	Generation Y	34	19,5
Educational Status	**n**	**%**	Generation Z	108	62,1
High School	21	12,1	Total	174	100,0
Associate Degree	19	10,9	**Work Experience**	**n**	**%**
Undergraduate	118	67,8	Less than 1 year	50	28,7
Postgraduate	16	9,2	1-5 years	57	32,8
Total	174	100,0	6-10 years	25	14,4
Status	**n**	**%**	More than 10 years	42	24,1
Pharmacy Owner	49	28,2			
Second Pharmacist	19	10,9			
Assistant Pharmacist	52	29,9	Total	174	100,0
Pharmacy Technician	54	31,1			
Total	174	100			

When the gender distribution of the freelance pharmacy employees participating in the study is examined, it is seen that 64.9% are women and 35.1% are men. The participants are grouped into 4 groups in terms of generation status. The majority of the participants, 62.1%, are from Generation Z. Generation Z is followed by Generation Y with 19.5% and Generation X with 16.7%. The Baby Boomers Generation is in the last place with 1.7%. The fact that the majority of the pharmacy employees belong to Generation Z can provide many advantages for the business. This generation can benefit the business, namely the pharmacy, in terms of technology use, communication skills, education and career expectations, work environment and culture, innovation and entrepreneurship. The fact that young and newly graduated individuals are in the majority in the pharmacy sector is an indicator of the participation of this generation, Generation Z, in the workforce. Generation Z employees can contribute to the increase in digitalization in pharmacy processes by actively using digital tools and social media. In

addition, this generation, which is accustomed to fast communication, can exhibit dynamism in customer relations management. Pharmacy operators can increase the motivation, and therefore the productivity, of Generation Z by creating a work environment that suits their needs. In addition, Generation Z can offer innovative solutions to businesses since they have an innovative mindset.

When the participants were examined in terms of their level of education, it was seen that 67.8% of the participants had a bachelor's degree, 12.1% had a high school degree, 10.9% had an associate's degree, and 9.2% had a postgraduate degree. It was seen that the majority of the participants had a bachelor's degree. The fact that most of the participants had a bachelor's degree can facilitate the adoption and implementation of green organizational behaviors, while also positively affecting general performance. The knowledge, skills, and competencies of educated individuals provide significant advantages in terms of productivity, innovation, and sustainability in the workplace.

In addition, when the work experience status of the participants was examined, it was observed that 28.7% of the participants had less than 1 year, 32.8% had 1-5 years, 14.4% had 6-10 years, and 24.1% had 10 years and above work experience. When the work experience durations were examined, most of the employees had 1-5 years, followed by less than 1 year of experience, indicating that there were mostly new employees and newly graduated employees. In addition, when the job status of the employees participating in the research is examined, it is seen that 31.1% are pharmacy technicians, 29.9% are assistant pharmacists, 28.2% are pharmacy owners, and 10.9% are second pharmacists.

3.2. Analysis Results with Mann-Whitney Test

3.2.1. Analysis of General and Sub-Dimensions of Green Organizational Behavior in Terms of Employees' Gender

In order to analyze whether the green behavior levels in general and sub-dimensions differ in terms of the gender of the employees, the Mann Whitney U test was used. As a result of the analysis, it was revealed that the green behavior levels of the community pharmacy employees did not differ significantly in terms of the gender of the employee, both in general and in terms of the sub-dimensions, namely environmental awareness, environmental participation, green purchasing, economic awareness and technological awareness ($p=0.390$; 0.666; 0.745; 0.394; 0.54, and $0.517>0.05$).

3.2.2. Analysis of General Performance Levels in Terms of Employees' Gender

A significant difference was observed between the general performance levels of community pharmacy employees, whether they were male or female ($p=0.036<0.05$).

Table 3: Analysis of General Performance Levels in Terms of Employee Gender

	Gender	N	Mean Rank	Mann Whitney U	z	p
General Performance	Female	113	81,64	2784,500	-2,102	**,036**
	Male	61	98,35			
	Total	174				

When the mean rank values (Mean Rank) are examined in terms of community pharmacy employees, it is understood that male employees show a higher level of general performance than female employees (Mean Rank = 98.35>81.64). When the literature is reviewed (Gidman et al., 2009; Tanner and Cockerill, 1996; Knapp et al., 1992; Shoaf and Gagnon, 1980), it is seen that there are significant disparities in the performance levels of male and female employees in community pharmacies, especially in terms of work patterns, job satisfaction and compensation. While both genders contribute to the workforce, it is understood that male pharmacists generally exhibit higher levels of performance due to the differences in full-time employment and management positions. For example, a study by Shoaf and Gagnon (1980) indicated that a significant percentage of female pharmacists work part-time compared to only 5% of male pharmacists. According to Gidman et al. (2009), it was stated that female pharmacists often face family commitments, which leads to interruptions in career and reduced working hours. There are also differences in the salary of male and female pharmacists. For example, a study by Shoaf and Gagnon (1980) found that male pharmacists earn higher salaries than their female counterparts because fewer female pharmacists are in management. This is supported by a study by Knapp et al (1992) who stated that "despite the increase in full-time employment among female employees, they still lag behind males in overall participation rates and salary levels." Conversely, it has been suggested by Tanner and Cockerill (1996) that as more women enter the pharmacy profession, the gap in performance and job satisfaction may narrow, potentially leading to a more equitable work environment in the future.

3.3. Analysis Results with Kruskal-Wallis Test

3.3.1. Analysis of Differences in Terms of Green Organizational Behavior Levels

a) Whether the green behavior levels of community pharmacy employees show significant differences according to their status was analyzed with Kruskal Wallis H test in terms of both general green organizational behavior levels and sub-dimensions of green behavior, environmental awareness, environmental participation, economic awareness, green purchasing and technological awareness levels. As a result of the analysis, although there is no significant difference in general green organizational behavior levels in terms of community pharmacy employee status ($p=0.120>0.05$), significant differences are observed in environmental participation and technological awareness sub-dimensions ($p=0.004$ and $0.009<0.05$). Accordingly, it can be said that community pharmacy owners show higher levels of environmental participation and technological awareness compared to other pharmacy employees.

b) Whether the green organizational behavior levels of community pharmacy employees show significant differences according to their generation status was analyzed with Kruskal Wallis H test in terms of both general green behavior levels and the sub-dimensions of green behavior, environmental awareness, environmental participation, economic awareness, green purchasing and technological awareness levels. According to the analysis results, no significant difference was found in the general green organizational behavior levels of community pharmacy employees according to their generation status. In addition, among the sub-dimensions that make up the green organizational behavior scale, a significant difference was observed in the level of green organizational behavior according to generation status only in the "Environmental Participation" sub-dimension. Accordingly, when the ordered mean values are examined, it is observed that as the generation to which community pharmacy employees belong becomes younger, decreases are observed in the level of green organizational behavior in terms of "Environmental Participation". That is, Generation X has a higher level of green organizational behavior in terms of "Environmental Participation" than the employees of Generation Y and Z that come after them (Mean Rank= 113.17>86.13>80.66 and p=0.020<0.05).

c) Whether the general green organizational behavior and green organizational behavior sub-dimensions of the private pharmacy employees, environmental awareness, environmental participation, economic awareness, green purchasing and technological awareness levels differ according to their educational status was analyzed using the Kruskal Wallis H Test. As a result of the analysis, no significant differences were found in the general green organizational behavior and sub-dimension levels of the private pharmacy employees (p= 0.314; 0.103; 0.080; 0.430; 0.281 and 0.137>0.05).

d) The Kruskal Wallis H test was used to analyze whether the general organizational green behavior and green organizational behavior sub-dimensions of the community pharmacy employees, which constitute environmental awareness, environmental participation, economic awareness, green purchasing and technological awareness levels, differ according to their work experience. As a result of the analysis, no significant differences were observed in the general green organizational behavior and sub-dimensional levels of the community pharmacy employees (p= 0.548; 0.177; 0.091; 0.792; 0.817 and 0.353>0.05).

3.3.2. Analysis of Differences in Terms of General Performance Levels Descriptive Statistics

a) Significant differences were observed between the general performance levels of the community pharmacy employees in terms of their status (p=0.031<0.05).

Table 4: Analysis Results of General Performance Levels According to Status

	Status	n	Mean Rank	Chi-Square	df	p
General Performance	Pharmacy Owner Pharmacist	49	104,48	8,861	3	**,031**
	Second Pharmacist	19	85,74			
	Assistant Pharmacist	52	75,57			
	Pharmacist Technician	54	84,20			
	Total	174				

The performance levels of community pharmacy employees can vary significantly depending on their organizational status, education, and the nature of their role. Since pharmacy ownership is higher than other organizational statuses, it is not surprising that the overall performance level of the pharmacy owner is higher than that of both the second pharmacist, assistant pharmacist, and other pharmacy technicians. The high general performance level of the pharmacy owner also supports other studies in the literature (Rabbanee et al., 2015; Giam et al., 2011; Anderson, 1995).

b) No significant differences were observed between the general performance levels of community pharmacy employees in terms of their generation status ($p=0.061>0.05$).

c) No significant differences were observed between the general performance levels of community pharmacy employees in terms of educational status ($p=0.608>0.05$).

d) Significant differences were observed between the general performance levels of community pharmacy employees in terms of work experience ($p=0.022<0.05$). When the ordinal mean values were examined, it was seen that the general performance levels of employees with more than 10 years of work experience were quite high compared to other employees.

Table 5: Analysis Results of General Performance Levels According to Work Experience Status

	Work Experience	N	Mean Rank	Chi-Square	df	p
General Performance	Less than 1 year	50	81,65	9,623	3	**,022**
	1-5 years	57	77,48			
	6-10 years	25	88,62			
	More than 10 years	42	107,39			
	Total	174				

The impact of work experience on the performance levels of pharmacists and pharmacy technicians is a nuanced topic with findings varying across studies. While some studies suggest that prior pharmacy work experience (PPWE) may improve specific skills and performance in early pharmacy education, other studies show no significant association between work experience and overall academic or clinical performance. For example, a study by Choi et al. (2023) found that students with PPWE scored higher on Drug Knowledge and first-year Introductory Pharmacy Practice Experiences (IPPEs) compared to those without, particularly in communication and operational skills. However, this

advantage did not persist in subsequent years, indicating a limited impact of PPWE on long-term academic performance. Conversely, a study by Mar et al. (2010) found no significant differences in academic or clinical performance between students with and without prior pharmacy experience, and this lack of correlation may be due to the limited scope of non-pharmacist roles and the evolving nature of pharmacy education. Additionally, research on pharmacist performance improvement through effectiveness frameworks shows that continuing professional development rather than initial work experience plays a very important role in improving performance (Coombes et al., 2010). On the other hand, factors such as organizational support and motivation can also significantly affect pharmacist performance (Muin et al., 2019).

3.4. Spearman's Rho Test Results

The Spearman's rho correlation test was used to analyze whether the green organizational behavior levels and general performance levels of the 174 community pharmacy employees participating in the study were related to each other.

Table 6: Analysis Results of the Relationship Between Green Organizational Behavior Levels and General Performance Levels of Community Pharmacy Employees Using Spearman's Rho Test

Green Organizational Behavior and General Performance Spearman's Correlation		General Performance
Green Organizational Behavior	Correlation Coefficient	,503**
	Sig. (2-tailed)	,000

**. Correlation is significant at the 0.01 level (2-tailed).

As a result of the analysis, it was observed that there was a positive and significant relationship between the green organizational behavior levels and general performance levels of community pharmacy employees. Accordingly, the hypothesis "3.H1: There is a significant relationship between the green organizational behavior levels and general performance levels of community pharmacy employees" was accepted. Therefore, it can be said that when the green organizational behavior levels of community pharmacy employees increase, their general performance levels will also increase, or when the green organizational behavior levels decrease, their general performance levels will also decrease.

In addition, whether the levels of environmental sensitivity, environmental participation, economic sensitivity, green purchasing and technological sensitivity which constitute the sub-dimensions of the Green Organizational Behavior Scale are related to general performance levels was analyzed using Spearman's rho correlation test. According to the correlation analysis results, there is a moderate positive relationship between environmental sensitivity levels, which are the sub-dimensions

of green organizational behavior, and general performance (r: 0.446, p=0.000<0.05); a moderate positive relationship between environmental participation levels and general performance (r: 0.447, p=0.000<0.05); a moderate positive relationship between economic sensitivity levels and general performance (r: 0.422, p=0.000<0.05); a moderate positive relationship between green purchasing levels and general performance (r: 0.404, p=0.000<0.05); It was observed that there is a moderate positive relationship (r: 0.365, p=0.000<0.05) between technological sensitivity levels and general performance. Accordingly, as stated by Büyüköztürk et al. (2012), since the correlation coefficients are between 0.30-0.70, it can be said that there is a moderate positive relationship between green organizational behavior sub-dimensions and general performance levels.

When the results of the study hypotheses are evaluated together, it can be said that the green organizational behavior levels do not differ according to the sociodemographic characteristics of the community pharmacy employees, but the general performance levels differ greatly according to the sociodemographic characteristics. In addition, since a moderate relationship was found between green organizational behavior and general performance levels, it can be said that when the green organizational behavior levels of community pharmacy employees increase, their general performance levels will also increase, or vice versa, as their green organizational behavior levels decrease, their general performance levels will also decrease.

The starting point of this research, whether green organizational behaviors are related to general performance, has been revealed by the findings of the research. As a result, it can be said that the green organizational behaviors of pharmacy employees positively affect general performance. Moreover, it is accepted by the literature that the relationship between the green organizational behavior of pharmacy personnel and general performance is becoming increasingly important. Green employee behavior (EEB) not only increases environmental sustainability, but also contributes to the improvement of organizational performance. This relationship is supported by various studies emphasizing the role of green human resources management (HRM) practices in encouraging such behaviors among employees (Khan and Muktar, 2024; Ramadhani et al., 2024; Mehrajunnisa et al., 2022). The important findings emphasized in the literature on the subject can be listed as follows:

- Green HRM practices, such as promoting environmental awareness and integrating sustainability into HR policies, are very important for promoting EEB (Ramadhani et al., 2024).
- Empowering employees through green initiatives increases motivation and opportunities, which in turn increases their pro-environmental actions (Khan and Muktar, 2024).
- Research shows that EGB positively impacts overall business performance, especially in sustainability-focused organizations (Mehrajunnisa et al., 2022).

- A systematic review shows that organizations with strong green HR practices experience better employee well-being and performance outcomes (Ramadhani et al., 2024).

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

Today, there is increasing public awareness and global regulations regarding the sustainability threat that current economic development poses to future generations' resources. As noted by Sharma et al. (2024), while the focus on green organizational behavior is increasing, some argue that the complexity of stakeholder dynamics and the initial costs of implementing sustainable practices may hinder progress. Balancing economic and environmental goals continues to be a challenge for many organizations. This is driving businesses, and especially pharmacies, away from a purely profit-oriented perspective and toward a broader perspective. Studies have shown that green innovation, green organizational behavior, and organizational resilience capacities contribute significantly to sustainability performance. In this context, adopting sustainability-oriented practices is critical for a pharmacy to succeed both environmentally and economically. In other words, considering environmental sustainability as well as economic success of pharmacies will help them increase their corporate performance in the long term. In short, while increasing sustainability awareness and regulations today force pharmacies to act with a broader perspective other than profit maximization, studies have also shown that sustainability-oriented strategies positively affect pharmacy performance.

This study revealed a positive moderate relationship between the green organizational behaviors of the private pharmacy staff in Ankara and their general performance. In addition, the study examined whether the green organizational behavior levels of private pharmacy employees differed according to sociodemographic factors such as gender, generation status, education status and work experience. It was observed that the green organizational behaviors of private pharmacy employees did not differ according to their sociodemographic characteristics, but their general performance levels differed according to the employee's status in the pharmacy and work experience. The research results show that the green organizational behaviors exhibited by employees in private pharmacies play an important role in increasing general performance. Therefore, pharmacy managers and policy makers should develop strategies to encourage green organizational behaviors of employees and establish systems that reward such behaviors. In addition, it is recommended that training programs and awareness campaigns be organized to increase the environmentally friendly behaviors of employees. Although employee green behavior in the workplace is often overlooked, various empirical studies show that employee participation in corporate greening efforts is associated with pollution prevention, more efficient environmental management systems, improvements in environmental performance, and green innovations. In line with the recommendations made by Bashirun et al. (2022), it can be said that pharmacy managers and policy makers should actively involve community pharmacy employees in

sustainability initiatives in order to increase their participation and commitment to green practices. In addition, as stated by Paillé and Boiral (2013), pharmacy managers and policy makers can increase both employee performance and corporate sustainability performance by developing practices that encourage and reward employees' green corporate behavior.

The results obtained from this study are consistent with the results of other studies in the literature (Almeida and Wasim, 2023; Tsai and Liao, 2017; Çankaya and Sezen, 2015; Paraschiv et al., 2012). It is very important that the results obtained are consistent with the findings of other empirical studies. In this context, it can be considered that the research contributes to filling the gap in the literature in our country and strengthening the current understanding of the subject. In addition, the results of the research are important in terms of increasing awareness of the subject in Turkey and developing suggestions for relevant policies and practices.

In this study, it was observed that some socio-demographic characteristics such as gender, work experience, and status have an impact on the overall performance of the employee. These findings are consistent with the findings of studies in the literature (Zúñiga-Prado et al., 2023; Hergert et al., 2022; Rao and Zaidi, 2019). Socio-demographic variables significantly affect overall performance in various areas, including daily functioning, academic achievement, and organizational effectiveness. In this study, some socio-demographic factors were found to be associated with performance outcomes, suggesting that these variables can shape individuals' abilities and opportunities.

On the other hand, there is a limitation of this study. This limitation is that the study was conducted only in Ankara. Similar studies can be conducted in different regions of Turkey to compare the results and reach more general conclusions. In addition, in order to examine the effects of green organizational behaviors on general performance in more detail, comprehensive studies can be conducted with larger and more diverse samples. Such studies will also contribute significantly to the development of strategies to increase the green organizational behaviors of community pharmacy employees.

Community pharmacy owners can take several steps to make their businesses more environmentally friendly. Some of these steps include:

- They can separate waste such as paper, plastic, and glass and send them for recycling. Informative brochures can also be given to customers on this subject.
- They can reduce the amount of waste by using rechargeable batteries instead of single-use batteries.
- Pharmacies can have recycling bins where customers can leave used batteries. These batteries should be recycled appropriately.
- They can reduce energy consumption by using energy-efficient LED lighting.

- They can reduce both energy consumption and carbon footprint by using energy-saving devices.
- They can increase the sales of environmentally friendly, organic, and recyclable products.
- They can reduce their environmental impact by using biodegradable or recyclable packaging instead of plastic.
- They can reduce water consumption by using water-saving taps and devices.
- They can prepare brochures and posters that inform customers about environmental awareness.
- They can organize seminars and training programs for customers to increase environmental awareness.
- They can reduce physical traffic and therefore environmental impact by providing online consultancy.

These steps can help pharmacies become more environmentally friendly and can make significant contributions to a sustainable future. In addition, researchers should thoroughly examine workplace-specific behaviors, such as organizational citizenship behaviors for the environment and workplace behaviors that harm the environment. In this context, it is of great importance to determine what behaviors can be considered inefficient in the workplace, and to examine behaviors that harm the completion of tasks but benefit the environment. For example, situations such as environmentally sensitive employees overdoing recycling activities, reducing productivity, or slowing down work processes should be considered. At the same time, behaviors that harm the environment but facilitate the achievement of business goals in the short term should also be evaluated. Such analyses can help us understand the effects of green organizational behaviors from a broader perspective, and how they affect both individual and organizational performance.

In addition, research on the diversity of green organizational behaviors and their interactions with other dynamics in the workplace can enrich the body of knowledge in this area. For example, issues such as the impact of voluntary environmental initiatives on employee job satisfaction and motivation can contribute to a more comprehensive understanding of these behaviors. Similarly, the effects of mandatory green behaviors on organizational culture and employee commitment should be examined. In conclusion, the findings obtained from this study should encourage further research on the various conceptualizations of green organizational behavior. These findings can contribute to the development of strategies for both the dissemination of environmentally friendly practices in pharmacies and the achievement of sustainability goals. The findings of the study can also provide important clues about which policies pharmacies should adopt to promote green behaviors. In conclusion, although the positive relationship between green organizational behavior and performance has been supported by both this study and other studies in the literature (Khan and Muktar, 2024; Ramadhani et al., 2024; Mehrajunnisa et al., 2022), it is essential to consider potential challenges such as resistance to change or lack of

resources that may hinder the effective implementation of green organizational practices in pharmacy settings.

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