

Green Organizational Behavior: A Systematic Review

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Abstract

Background. Since it is current, it is important to systematically examine the concept of green organizational behavior, to provide researchers with a general view of the point where the concept has reached in the national literature and to give direction to future research.

Aim. It systematically reviews the findings from the articles written between 2017-2024 on the Turkish sample groups regarding the topics of green organizational behavior.

Method. The concept in question was examined using the systematic review method. In the systematic review, empirical studies on the concept were categorized in terms of author, publication year, sector, sample group and number, scale and statistical analyses used, descriptive statistics and difference test results, and the antecedents and consequences of the concept.

Findings. It was determined that the first studies on the concept were conducted in 2017, the most frequently used scale as a data collection tool in the literature belonged to Erbaşı (2019), and the number of studies based on causality on the subject increased with this developed scale. It was determined that the vast majority of quantitative studies were conducted to determine the antecedents of the concept, and the number of studies conducted to determine its sequels was very limited. It was determined that there was only one qualitative and brand/firm review study. It was determined that a significant portion of the studies were conducted in the private sector and mixed sample groups in terms of the sample group.

Conclusion. Based on the systematic review, various recommendations were made for researchers.

Keywords: Green organizational behavior, systematic review, literature review.

Yeşil Örgütsel Davranış: Sistematik Bir Derleme

Öz

Arka plan. Güncel olması sebebiyle, yeşil örgütsel davranış kavramını sistematik bir incelemeden geçirerek, araştırmacılara kavramın ulusal yazında geldiği noktanın genel bir görüntüsünü ortaya koymak ve bundan sonraki yapılacak araştırmalara yön vermek önem arz etmektedir.

Amaç. Yeşil örgütsel davranış konusunda 2017-2024 yılları arasında Türkiye örneklem grupları üzerinde yazılmış makalelerden elde edilen bulguları sistematik olarak incelemektedir.

Yöntem. Araştırmaya konu olan kavram sistematik derleme çalışma yöntemi kullanılarak incelenmiştir. Yapılan sistematik incelemede kavrama ilişkin yapılan ampirik araştırmalar, yazarı, yayın yılı, sektörü, örneklem grubu ve sayısı, kullanılan ölçek ve istatistiksel analizler, tanımlayıcı istatistik ve fark test sonuçları, kavramın öncülleri ve ardılları yönüyle kategorize edilmiştir.

Bulgular. Kavrama ilişkin yapılan ilk araştırmaların 2017 yılında gerçekleştiği, alan yazında veri toplama aracı olarak en sık kullanılan ölçeğin Erbaşı (2019)'na ait olduğu, geliştirilen bu ölçek ile konu üzerinde nedensellik ilişkisine dayanan araştırma sayısının arttığı tespit edilmiştir. Yapılan nicel araştırmaların büyük bir çoğunluğunun kavramın öncüllerini belirlemeye yönelik yapıldığı, ardıllarını tespit etmeye yönelik yapılan çalışma sayısının çok kısıtlı olduğu belirlenmiştir. Sadece bir adet nitel araştırma ve firma/marka incelemesi araştırması olduğu tespit edilmiştir. Örneklem grubu itibari ile çalışmaların önemli bir bölümünün özel sektör ve karma örneklem grupları üzerinde gerçekleştirildiği belirlenmiştir.

Sonuç. Yapılan sistematik inceleme temelinde araştırmacılara yönelik çeşitli önerilerde bulunulmuştur.

Anahtar Kelimeler: Yeşil örgütsel davranış, sistematik derleme, yazın taraması.

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1. Introduction

The rapid increase in the world population brings with it a decrease in environmental resources, and the increasing desire for consumption also causes the unconscious use of these resources, pollution of the environment, and an increase in ecological problems, as well as climatic changes. These problems, essentially a social agenda, emerge as an essential issue that must be addressed for businesses whose existence depends on the continuity of their resources. For this reason, an environmental (green) approach dominates all business activities, from production to marketing, from human resources management to R&D, and the concept of green is gaining more and more importance in the management and organizational behavior literature (Kerse et al., 2021).

Green organizational behavior is voluntary behavior in which employees demonstrate their willingness to cooperate with the organization and its members by engaging in behaviors that benefit the natural environment at work. Employees can exhibit green organizational behavior in various ways. For example, “they can develop and suggest new practices on environmental issues to help reduce waste or improve environmental performance at work” (Paille & Borial, 2013, p. 119). Ones and Dilchert (2012) define green organizational behavior as all behaviors created to ensure the continuity of the environment and the existence of businesses. Erbaşı (2019) defines green organizational behavior as behaviors exhibited by the management and employees of the company that protect the environment.

Many businesses and organizations, both in Türkiye and around the world, strive to contribute to environmental sustainability by adopting green business behavior. According to 2020 data, 70% of businesses in Türkiye state that they aim to switch to green practices. In addition, according to a KPMG report, 60% of CEOs in Türkiye stated that sustainability is an important part of their business strategies (KPMG Türkiye Sustainability Report, 2022).

This importance has also attracted the attention of scientists and field practitioners. Many green-themed concepts have been introduced in recent years, especially in business science. One of these is green organizational behavior. Green organizational behavior has become an important and popular subject that has attracted the attention of scientists with the increase in the number of studies conducted in the literature in recent years. The concept, which emerged in Western literature, has reached a certain point with the compilation and research articles conducted in the national literature. At this point, the study aims to systematically review the literature on green nation literature, to present a general view of the point the concept has reached in the national literature to the readers, and to be able to guide future research with suggestions to be presented. In this respect, the research and compilation of articles conducted between 2017 and 2024 will be examined under specific categories. In this review, the studies conducted on the concept are discussed under the titles of scale development and validation, difference tests and frequency analyses, and the antecedents and successors of the concept. In addition, during this review, the studies were examined in terms of the author/authors of the study, publication year, sector, sample group and number, scale used, statistical analyses and research results. The findings obtained from this systematic review were evaluated, and suggestions for future research were presented.

2. Methodology

The research will discuss the concept of green organizational behavior, a new concept in organizational behavior and national literature, using the systematic review method. Systematic

Review is the systematic and unbiased scanning of studies conducted on the same subject per the specified criteria to find an answer to a research question prepared on a particular subject, evaluating the studies' validity and combining them by synthesizing (Çınar, 2021). To conduct systematic review research, examining all studies conducted within a particular scope on a particular subject is necessary. Therefore, researchers who want to conduct systematic review should be experts in their field, equipped with all scientific studies, including experimental, cross-sectional, case-control, cohort, and qualitative research, systematic review and meta-analysis studies, and traditional review articles (Karaçam, 2013).

Herdman (2006) states that there are four essential criteria that a review article should have. According to the researcher, the systematic study should be related to the research question developed by the researcher. A synthesis should be made on the summary results of the research conducted on the concept. The researcher should express the missing and controversial points in the literature due to the examination of the findings obtained. Various suggestions should be presented for future research. Well-structured and standardized systematic reviews are at the top of the evidence pyramid. They are a unique source that presents the existing evidence for the research question of interest together (Çınar, 2021).

In the study, a detailed literature review was conducted on articles on the concept of green organizational behavior in the national literature in line with the purpose of the research and the determined method. Master's and doctoral theses and papers (congress, symposium) were excluded from the scope of the research. The systematic review covers the period between 2017, when the first scientific study on Turkish sample groups was conducted, and 2024. For the literature review, the key concept of 'green organizational behavior' was searched in national academic databases such as Google Scholar, ULAKBİM, YÖK Academic, and SOBIAD. The reason why these databases and indexes were preferred is that the aim of the study is to examine the national literature. In the identified studies, the criteria for the researchers obtaining data in the context of Turkish samples or businesses was taken as the basis. As a result of the literature review conducted in line with the determined key concepts, 37 articles were identified. 31 of these studies were research articles, and 6 were review articles. All identified articles were subjected to content analysis. The criteria used to select the studies are shown in Table 1.

Table 1

The Criteria Used To Select The Studies

Scope of the study	Studies Conducted on Turkish Sample Groups / Studies Published in Turkish
Time (year) range	2017-2024
Keyword	Green Organizational Behavior
Databases and indexes	Google Scholar, ULAKBİM, YÖK Academic, and SOBIAD

3. Findings

The articles identified as a result of the systematic review will be examined within certain categories. First, the findings of the scale development and validation studies conducted on the concept are presented in Table 2.

Table 2

Studies Conducted for Scale Development and Validation

Author/ Authors	Year	Publication Type	Public /Private	Sector	Sample/Sample Size	Type of Analysis	Factors	Conclusion
Erbaşı	2019	Research Article	Private	Mixed	Konya Independent Industrialists and Businessmen Association Members (n:500)	EFA CFA	Environmental awareness, Environmental participation, Economic awareness, Green purchasing, Technological awareness	The developed scale (green organizational behavior) was found to be a theoretically and statistically appropriate, reliable and valid measurement tool.
Kerse, Maden & Selçuk	2021	Research Article	Private	Mixed	Automotive Sector Employees (n:143) Textile Sector Workers (n:174)	EFA CFA	One Factor	In the study, it was determined that the Turkish form of the scale developed by Bissing-Olson et al. (2013) with 3 items and a single dimension was a valid and reliable measurement tool.
Kuzgun	2023	Book Chapter	Private	Mixed	ISO 500 and ISO Second 500 Company Employees (n:486)	EFA CFA	Green Initiatives Green Civic Engagement Help the Environment	The scale developed by Boiral and Paillé (2012) was adapted into Turkish. It was found that the scale was a theoretically and statistically appropriate, reliable and valid measurement tool.

The first scale development research on the concept was conducted by Erbaşı (2019). As a result of the statistical analysis, a scale consisting of 5 dimensions and a total of 27 statements was formed. Environmental awareness is measured with eight statements, environmental participation with seven statements, economic awareness with five statements, green purchasing with four statements, and technological awareness with three statements. In the studies of Kerse et al. (2021), the Turkish validity and reliability analysis of the single-factor scale of Bissing-Olson et al. (2013) was carried out. In the study by Kuzgun (2023), the Turkish form of the scale consisting of 3 dimensions and 10 statements belonging to Boiral and Paillé (2012) was validated.

As a result of the literature review, it was determined that various studies apply different tests (t-test, ANOVA) to measure the green organizational behavior levels of other professional groups and to determine whether the perceptions of green organizational behavior change with demographic variables. These studies are presented in Table 3, including their author, publication year, sector, sample group, sample number, analysis type, and results.

Table 3

Studies Conducted on Descriptive Statistics and Difference Tests

Author	Year	Publication Type	Public /Private	Sector	Sample/Sample Size	Type of Analysis	Scale	Difference Test Groups	Conclusion
Erbaşı	2017	Research Article	Private	Tourism	Staff working in 12 different 5-star hotels (n:319)	<i>t</i> test ANOVA	Robertson and Barling (2013)	Education Gender Marital Status Age Educational Status Income Level Seniority	There is a significant difference in employees' green organizational behavior tendencies
Sönmez	2020	Research Article	Public	Education	School administrators working in Cizre official state schools (n:103)	<i>t</i> test ANOVA	Erbaşı (2019)	Age Education Years of Study School Type	No significant difference was found in terms of demographic variables. According to the research, it was found that the green organizational behavior levels of school employees and administrators were high.
Yiğit	2022a	Research Article	Private	Mixed	White-collar workers in Istanbul (n:302)	<i>t</i> test ANOVA	Kim vd. (2014)	Age Education Gender Years of Work Time at Current Workplace	It was found that there was no statistically significant difference in voluntary green behaviors in the enterprise according to the gender, marital status and education level of the employees. No significant difference was found according to age, working in the profession and working time in the current workplace.
Yüksel, Uçkun & Uçkun	2022	Research Article	Private	Security	Private security sector employees (n:402)	<i>t</i> test Correlation Analysis	Erbaşı (2019)	Environmental Awareness Environmental Participation Green Purchasing Technological Awareness Economic Awareness	It has been determined that employees have high sensitivity to green organizational behavior.
Aslan, Zengin & Polat	2023	Research Article	Private	Health	Employees of a private hospital operating in the Southeastern Anatolia Region (n:262)	Descriptive Statistics <i>t</i> test ANOVA	Erbaşı (2019)	Green Organizational Behavior	According to the study, it was determined that the awareness level of healthcare professionals regarding green organizational behavior is low.

Empirical studies conducted to identify the antecedents and successors of the concept are presented in detail in Table 4 and Table 5, with author names, year of the study, publication type, sector, sample, antecedents, successors and results.

Table 4

Antecedents of Green Organizational Behavior

Author	Year	Publication Type	Public/Private	Sector	Sample/ Sample Size	Type of Analysis	Scale	Antecedents	Conclusion
Akbaba	2019	Research Article	Private	Tourism	Tourism Sector Workers (n:294)	Regression Analysis	Erbaşı (2019)	Organizational Justice	Organizational justice significantly affects green organizational behavior.
Akandere	2019	Research Article	Private	Mixed	Sports and health service workers in Konya province (n:140)	SEM	Ramus ve Steger (2000), Whitmarsh ve O'Neill (2010), Robertson ve Barling (2013), Chou (2014), Blok vd., (2015), Leygue vd., (2017), Wesselink vd., (2017), Ratliff vd., (2019) ve Paille ve Meija-Morelos (2019)	Environmental Passion	It has been determined that environmental passion makes a significant contribution to the implementation of green organizational behavior.
Gürsel	2020	Research Article	Private	Logistics	Logistics sector employees (n:159)	Regression Analysis	Erbaşı (2019)	Self-Esteem	Self-Esteem positively and significantly affects green organizational behavior.
Özalp & Erbaşı	2021	Research Article	Private	Tourism	Employees of 5 and 4 star hotels with environmental certificates operating in Konya province (n:293)	Regression Analysis	Erbaşı (2019)	Perception of Green Organizational Climate	The perception of green organizational climate positively affects green organizational behavior.
Akyol & Gürsoy	2022	Research Article	Public	Education	Public Educational Institutions (n:343)	Regression Analysis	Erbaşı (2019)	Organizational Reputation	Organizational reputation significantly predicts green organizational behavior.
Erbaşı, Çalışkan & Akdeniz	2022	Research Article	Private	Textile	Konya Organized Industrial Zone Workers (n:106)	Regression Analysis	Erbaşı (2019)	Personality Traits	It was determined that among the personality traits, only emotional balance has an effect on green organizational behavior.
İrge	2022	Research Article	Mixed	Education	Academicians Working in State and Foundation Universities (n:577)	SPSS Process Macro	Erbaşı (2019)	Environmental Sensitivity Personality Traits	As a result of the analysis, it was determined that environmental awareness attitude, knowledge/emotion factor, caring behavior and recycling, and personality traits such as openness to experience, gentleness, emotional balance, responsibility, and extraversion have a significant effect on green organizational behavior.

Table 4

Antecedents of Green Organizational Behavior (continued)

Kerse, Maden & Selçuk	2021	Research Article	Private	Mixed	Automotive Sector Employees (n:143) Textile Sector Workers (n:174)	SPSS Process Macro	Bissing-Olson et al. (2013)	Green Transformational Leadership Green Intrinsic Motivation	Green transformational leadership and green intrinsic motivation has a positive significant effect on green behavior.
Mansur & Gedik	2022	Research Article	Mixed	Health	Healthcare professional working in university, public and private hospitals in Ankara. (n:384)	Regression Analysis	Erbaşı (2019)	Proactive Personality Trait	Proactive Personality Trait positively affects the sub-dimensions of Green Organizational Behavior.
Kavaslar & Karavelioğlu	2023a	Research Article	Public	Mining	Employees at the Eti Mine Emet Boron Operations Directorate (n:319)	Regression Analysis	Erbaşı (2019)	Ethical Leadership	Perceived ethical leadership was found to have a significant effect on green organizational behavior.
Kırca & Salepçioğlu	2023	Research Article	Private	Food	Food Sector Workers (n:431)	SEM	Erbaşı (2019)	Total Quality Management	TQM partially affects green organizational behavior.
Mert & Saltık	2023	Research Article	Private	Tourism	Employees working in 4 and 5 star hotel businesses operating in Muğla Province (n:383)	Regression Analysis	Chou, 2014; Robertson & Barling, 2013; Fatoki, 2019; Kim vd. 2019	Job Satisfaction	According to the research, it has been determined that green organizational climate affects green behavior.
Tuna & Yıldız	2023	Research Article	Public	Health	Doctors, nurses and other healthcare personnel working in units affiliated with the University Hospital (n:305)	Regression Analysis	Bissing-Olson et al. (2013)	Green Leadership Business Performance	It was determined that green leadership has a positive significant effect on green behavior and that there is a moderate positive relationship between green behavior and job performance.
Öztırak	2023	Research Article	Private	Health	Employees of private healthcare companies operating in Istanbul (n:409)	SPSS Process Macro	Erbaşı (2019)	Green Human Resources Management Employee-Coaching Relationship	The relationship between green human resources management and coaching positively affects green organizational behavior.
Yaşar	2023	Research Article	Private	Tourism	Employees in 5-star hotels in Antalya (n:370)	Regression Analysis	Erbaşı (2019)	Green Psychological Climate	Green psychological climate positively and significantly affects green organizational behavior and its sub-dimensions.

Table 4

Antecedents of Green Organizational Behavior (continued)

Acar & Çiftçi	2024	Research Article	Mixed	Health	Ministry of Health Employees (n:476)	Regression Analysis	Erbaş (2019)	Level of Self-Compassion Individual Responsibility Towards Society and the Environment	There are positive significant relationships between green organizational behavior sub-dimensions and self-compassion (positive dimension) and individual responsibility towards society and environment. The mediating role of self-compassion (positive dimension) on environmental awareness, environmental participation and technological awareness was determined.
Cica & Karabulut	2024	Research Article	Public	Mixed	Personnel working in three public institutions with ISO 14001 (n: 780)	SEM	Erbaş (2019)	Organizational Commitment Organizational Identification Environmental Passion	Organizational Commitment, Organizational Identification and Environmental Passion have a positive significant effect on green organizational behavior.
Güdül & Sağır	2024	Research Article	Private	Tourism	Lower, middle and upper level managers in accommodation establishments (n:286)	Regression Analysis	Erbaş (2019)	Global Social Responsibility	Perceived global social responsibility has an impact on green organizational behavior.
Güvendi & İyigün	2024	Research Article	Public	Mixed	Public employees in Istanbul province (n:235)	Regression Analysis	Erbaş (2019)	Perceived Supervisor Support Psychological Well-being	Perceived managerial support and psychological well-being positively affect green organizational behavior.
Öney	2024	Research Article	Private	Transportation	Turkish Civil Aviation Sector Employees (n:308)	Jamovi Medmod	Bissing-Olson vd. (2013)	Green Business Climate Perceptions Green Motivation	It has been determined that organizational and coworkers' green climate perceptions have a positive effect on employees' green behavior.
Topaloğlu & Özen	2024	Research Article	Public	Woodworking, Paper and Paper Products	Forest engineers working at General Directorate of Forestry (n:120)	Correlation Analysis	Erbaş (2019)	Necessity for Environmental and Nature Protection	The necessity of protecting the environment and birth and green intrinsic motivation have a positive effect on green organizational behavior.

Table 5

Consequences of Green Organizational Behavior

Author	Year	Publication Type	Public/Private	Sector	Sample/Sample Size	Type of Analysis	Scale	Consequences	Conclusion
Bulut	2022	Research Article	Public	Education	Teachers in secondary schools under the District National Education Directorate (n:161)	Regression Analysis	Erbaşı (2019)	Sustainable Consumption Behavior	It has been determined that teachers' green organizational behavior positively and significantly affects their sustainable consumption behavior.
Kuzgun & Gözükar	2023	Research Article	Private	Mixed	Companies included in the list of Turkey's 500 Largest Industrial Enterprises in 2020 (n:948)	SEM	Boiral ve Paillé (2012)	Green Innovation Sustainability Performance	It has been found that perceived green innovation and sustainability performance have a positive impact.
Mert & Saltık	2023	Research Article	Private	Tourism	Employees working in 4 and 5 star hotel businesses operating in Muğla Province (n:383)	Regression Analysis	Chou, 2014; Robertson & Barling, 2013; Fatoki, 2019; Kim vd. 2019	Job Satisfaction	No positive and significant effect of green behavior on job satisfaction was detected.

Apart from these, two more studies were identified using company review and qualitative research methods. A study at the company review level was identified by Yiğit (2022b). This study examined the COFL (Circle of Life) brand in his study and addressed the brand's environmentally sensitive activities. The environmentally friendly approach was internalized, and small-scale production was made; energy consumption was reduced by using LED lighting and energy-saving sewing machines, waste fabrics were evaluated, rainwater collection systems were used, recycled raw materials were used, energy was produced with solar power plants, paper usage was minimized, and office waste was recycled. As a result, although green behaviors are considered voluntary, environmentally friendly behaviors for businesses have ceased to be a choice but have become necessary. Institutions should turn to green behaviors to continue their activities, existence, and sustainability. Qualitative research was identified using the concept's phenomenological design. The primary purpose of this study conducted by Selçuk and Kerse (2022) is to reveal the environmentally friendly behaviors exhibited by employees in their workplaces, whether these behaviors differ by sector, whether there is consistency between the behaviors exhibited in social life and business life, and whether the policies of the enterprises encourage these behaviors. The research conducted by Selçuk and Kerse (2022), using face-to-face interviews with employees in different sectors in Karaman province, determined that the green organizational behaviors exhibited by employees differ at the sectoral level. In addition, it was concluded in the research that the knowledge of employees about green behaviors is limited, and the practices of the enterprises are insufficient. As a result of the literature review, it was determined that various studies address green organizational behavior at a conceptual level. These studies are presented in Table 6 with the article authors, publication year, and research titles.

Table 6

Conceptual Research on Green Organizational Behavior

Author	Year	Publication Type	Research Title
Yiğit	2017	Review Article	A New Approach to Organizational Behavior: Green Employee Behavior
Eroymak, İzgüden & Erdem	2018	Review Article	Investigation Of Green Behavior Of Employees In Conceptual Framework
Yiğit	2022c	Review Article	The Categorical Analysis Of Articles In The Field Of Green Organizational Behavior
Başpınar	2023	Review Article	Factors Affecting Employees' 'Green' Behavior And Theoretical Explanations
Kavaslar & Karavelioğlu	2023b	Review Article	Conceptual Framework of Green Organizational Behavior
Yiğit	2023	Review Article	The Role Of Green Organizational Behavior In The Relationship Between Organizational Identification And Organizational Citizenship Behavior: A Conceptual Model Proposal

3.1. Distribution of Research on the Concept of Green Organizational Behavior by Year and Type

It was determined that the first articles on the concept were carried out at the conceptual level by Erbaşı (2017) and Yiğit (2017). It was determined that the number of empirical studies increased rapidly, especially with the scale validation study carried out by Erbaşı (2019). It is possible to say that the research interest in the concept, which first entered the national literature with a theoretical compilation article in 2017, increased in 2022 and 2023. The frequency values of the years and types of scientific studies are presented in Table 7.

Table 7

Frequency of Research on the Concept of Green Organizational Behavior by Year and Type

	Research Article	Review Article	Total
2017	1	1	2
2018	-	1	1
2019	3	-	3
2020	2	-	2
2021	2	-	2
2022	9	1	10
2023	8	3	11
2024	6	-	6
Total	31	6	37

Although not within the scope of the research, the publication years and types of master's and doctoral theses in the national thesis center are shown in Table 8.

Table 8

Frequency of Thesis on the Concept of Green Organizational Behavior by Year and Type

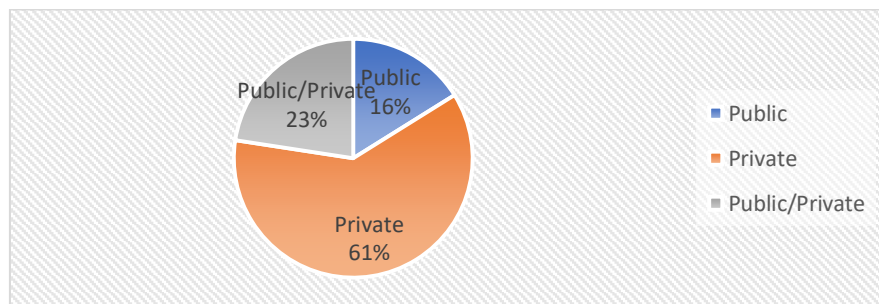
	Master	PhD	Total
2019	1	-	1
2022	5	2	7
2023	5	1	6
2024	9	2	11
Total	20	5	25

3.2. Sectoral Distribution of Research Samples

The sectoral distribution of scientific publications on green organizational behavior was analyzed. It was determined that 21 of the studies were conducted in the private sector, 5 in the public sector, and seven studies were of mixed nature; in other words, they were conducted on samples from both the public and private sectors. The proportional weight of the number of scientific studies conducted in the public and private sectors is shown in Figure 1.

Figure 1

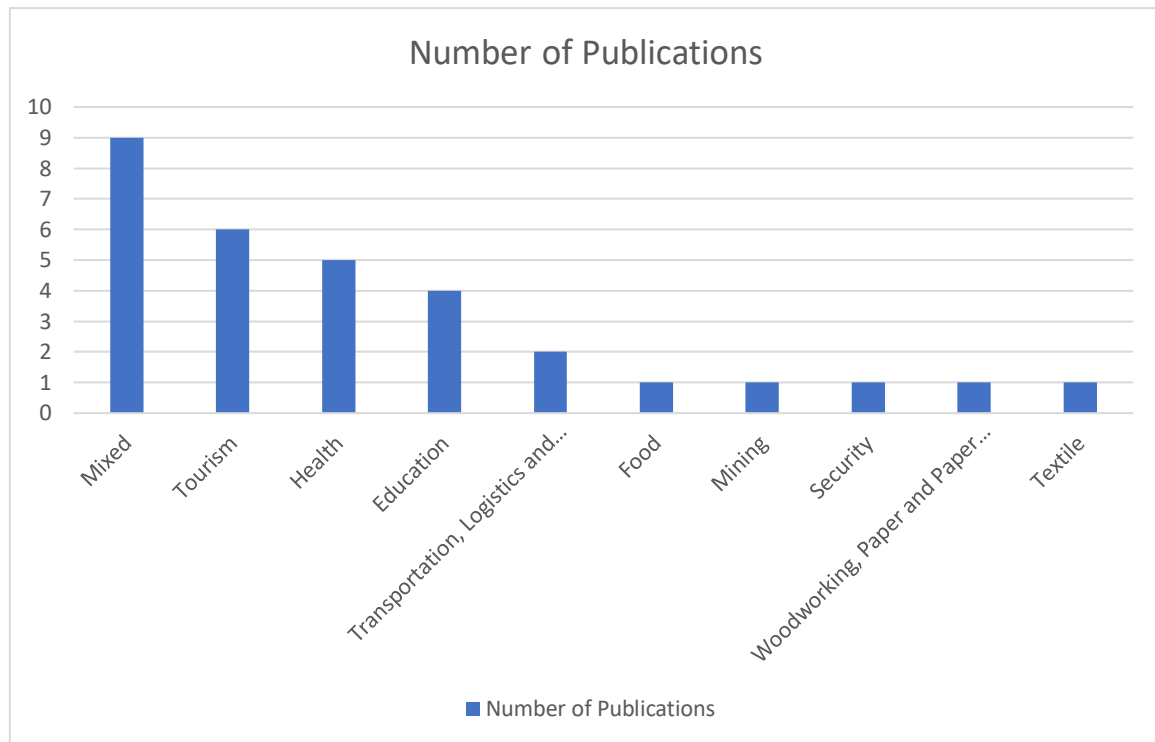
Distribution of Samples in Green Organizational Behavior Studies



At this stage of the research, the sample groups of the scientific studies were determined in which sub-sectors were located. In making this determination, the sector classification prepared by the Vocational Qualifications Institution of the Ministry of Family, Labor, and Social Services was taken as a basis (<https://www.myk.gov.tr/tr/page/125>). This classification was created within the European Qualifications Framework consultation document sectoral qualifications. The sector distribution of the research articles on the concept of green organizational behavior is shown in detail in Figure 2.

Figure 2

Distribution of Samples in Scientific Studies on Green Organizational Behavior Based on Sub-sectors



3.3. Analysis Methods and Data Collection Tools Used

After the examination, it was determined that 31 studies were conducted using quantitative analysis methods and were descriptive. In addition, it was seen that the studies were structured on causality, and statistical analyses such as regression analysis, structural equation model, SPSS Process Macro, and Jamovi were applied to test the research data. In addition, descriptive statistics and difference tests (t-test and ANOVA) analyses were conducted in some studies. When the data collection tools used in the studies were examined, it was determined that especially the scale developed by Erbaşı (2019). The frequency values of the frequency of use of the scales used as data collection tools in the studies are presented in Table 9.

Table 9

Frequency Values of the Usage Frequency of Data Collection Tools Used in Green Organizational Behavior Studies

Scale	Frequency
Erbaşı (2019)	23
Bissing-Olson et al. (2013)	3
Boiral & Paillé (2012)	1
Robertson & Barling (2013)	1
Kim et al. (2014)	1
Chou, 2014; Robertson & Barling, 2013; Fatoki, 2019; Kim vd. 2019	1
Ramus and Steger (2000), Whitmarsh and O'Neill (2010), Robertson and Barling (2013), Chou (2014), Blok et al., (2015), Leygue et al., (2017), Wesselink et al., (2017), Ratliff et al., (2017), Phama et al., (2019) and Paille and Meija-Morelos (2019)	1

3.4. Antecedents of Green Organizational Behavior

As a result of the literature review and in the light of the findings obtained from Table 3, the antecedents of the concept have been determined. When the studies are examined, it is seen that the antecedents of the concept are concentrated on other green-themed organizational behavior concepts. It has been determined that many factors, both organizational and individual, are focused on. In all empirical studies, it has been revealed that all organizational variables determined as antecedents of the concept have a positive effect. The antecedents of the concept are shown in Table 10.

Table 10

Antecedents of Green Organizational Behavior in Empirical Research

Organizational Justice (+)	Green Organizational Behavior
Environmental Passion (+)	
Self-Esteem (+)	
Green Organizational Climate (+)	
Organizational Reputation (+)	
Personality Traits (+)	
Environmental Sensitivity (+)	
Green Transformational Leadership (+)	
Green Intrinsic Motivation (+)	
Total Quality Management Practices (+)	
Proactive Personality Trait (+)	
Ethical Leadership (+)	
Job Performance (+)	
Job Satisfaction (+)	
Green Leadership (+)	
Green Human Resources Management (+)	
Employee-Coaching Relationship (+)	
Green Psychological Climate (+)	
Self-Compassion Level (+)	
Individual Responsibility Towards Society and Environment (+)	
Organizational Commitment (+)	
Organizational Identification (+)	
Global Social Responsibility (+)	
Perceived Manager Support(+)	
Psychological Well-being(+)	
Green Motivation(+)	
Necessity for Environmental and Nature Protection (+)	
Passion for the Environment (+)	

3.5. Consequences of Green Organizational Behavior

In researches, the green organizational behavior has largely been constructed as a dependent variable. Accordingly, the number of studies conducted to determine the antecedents of the concept is much higher than the number of studies conducted to determine the successors of the concept. The successors of the concept identified through empirical research are shown in Table 11.

Table 11

The Consequences of Green Organizational Behavior in Empirical Research

Green Organizational Behavior	Sustainable Consumption Behavior (+)
	Green Innovation (+)
	Sustainability Performance (+)
	Job Satisfaction (+)

4. Conclusion

In this research, which was carried out by systematically analyzing the research conducted on Turkish sample groups on the concept of green organizational behavior, certain findings were made. First of all, there is not a long time difference between the emergence of the concept, which was first put forward in the Western literature, and its being a subject of research in our country.

Although it has been conceptualized under different names, the first researchers to address the concept in the literature were Ones and Dilchert (2012). The first scientific studies written on the concept in our country belong to Erbaşı (2017) and Yiğit (2017). The first scientific study on the concept is a master's thesis by Özalp (2019). When the studies are evaluated according to the year of publication, it is seen that the interest in the subject increased in 2022 and 2023, and the number of studies, which was between one and three in 2017 and 2021, increased to 11 and 12. In Table 7, created in line with the data obtained from the national thesis center, it is seen that the number of theses conducted on the concept reached 11 in 2024. This situation reveals that the number of scientific studies on the subject has gained great momentum, especially in the last 3 years.

It has been determined that the vast majority of empirical research has been conducted in the private sector and mixed sectors. It is a natural result that more research has been conducted on the private sector due to the internal dynamics of the concept. When the research is examined on a sectoral basis, it is seen that mixed research is in the first place. Then comes the tourism, health, and education sectors. It has been determined that there is an interest in measuring green organizational behavior, especially in hotel businesses and health institutions.

It was determined that the scale developed by Erbaşı (2019) was the most frequently used in research. It is also possible to say that the number of scientific studies on the subject increased with the developed scale. It was determined that a few studies were using the data collection tool developed by Bissing-Olson et al. (2013) and validated by Kerse et al. (2021) along with this scale. As a result of the literature review, it was revealed that the scale validated by Kuzgun (2023), which has much fewer expressions than the 5-dimensional and 27-expression scale of Erbaşı (2019), was not used.

As a result of the systematic review, it was determined that the number of studies aimed at determining the antecedents of the concept was much higher than the number of studies aimed at determining the consequences of the concept. While the number of studies aimed at determining the antecedents of the concept was 20, only two studies created a research model to determine the antecedents of the concept. There is only one study in which the concept was included as both an antecedent and a consequence. In all of these empirical studies, the research model was designed with research variables on which the concept could have positive effects. Although the concept has positive antecedents and antecedents, there are likely organizational and individual variables with negative consequences that prevent, reduce or decrease the realization of green organizational behavior. It is possible to say that the literature belonging to the national literature leaves this area blank. There are various studies conducted with organizational variables belonging to the green theme among the antecedents of the concept. However, it was determined that many organizational and individual variables were also included. In this respect, it is possible to say that the concept has been examined at both individual and organizational levels in terms of its antecedents. Apart from these studies, one company/brand review and one qualitative research were identified at the research article level. It can be stated that the number of studies that addressed this aspect, in particular, is very limited.

Based on these findings, it is thought that in future studies, studies should be designed to determine the antecedents of the concept that may have a negative impact, studies should be designed to reveal the successors of the concept, the number and quality of qualitative studies and company/brand studies on the concept should be increased, and the number of studies to be conducted on the public sector should be increased, which could contribute to the literature. In addition, conducting a meta-analysis study and comparing national and international literature in future studies will contribute to the literature.

In the search criteria determined in the study, only studies were conducted on the concept of ‘green organizational behavior’. It should be considered that there may be studies that could not be reached due to different definitions made for the concept other than this definition. In addition, the study had limitations due to various access problems. Studies that could be detected digitally within online possibilities and were detected based on the databases specified in the method section of the study were evaluated. These issues stated are the most basic limitations of the study.

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