

The Effect of Inclusive Leadership on Green Organizational Behavior

Asst. Prof. Dr. Neriman ÇELİK

Selcuk University, Vocational School of Social Sciences, Department of Office Management and Executive Assistant, Turkey nerimancelik@selcuk.edu.tr <https://orcid.org/0000-0002-2511-515X>

Abstract

The aim of this study is to determine the effect of inclusive leadership on organizational green behavior. The sample of the research consists of employees operating in Turkey. Simple random sampling method was used in the research. 713 people answered the survey. IBM AMOS-22 and SPSS-22 programs were used to analyze the data obtained. Reliability, correlation and multiple regression analyzes were performed in the research, respectively. According to the analysis results, it is seen that inclusive leadership positively affects green organizational behavior. According to the results obtained, it was determined that the inclusive leadership levels of the employees significantly affected all the sub-dimensions of green organizational behavior.

Keywords: Inclusive Leadership, Green Organizational Behavior, Environment

1.INTRODUCTION

The world faces many different environmental problems and challenges every day. Most of these environmental problems occur as a result of human actions. For example, the consequences caused by industrial activities, urbanization, increase in wastewater and gases, greenhouse effect and global warming affect not only humanity but all living things. All stakeholders, especially organizations, are seeking solutions to environmental problems that are increasingly threatening. Green behaviors, or in other words, environmentally friendly behaviors, come into play at this point. Preventing the destruction caused by humanity will be achieved by spreading environmentally friendly behaviors.

In the face of ever-growing urbanization and industrialization, growing the environment without damaging it has become critical worldwide. Climate change, which particularly concerns the environment, society and economy, has become the most urgent and complex problem facing humanity. According to the report of the Organization for Economic Co-operation and Development (OECD 2020) prepared on this subject, global greenhouse gas emissions will increase by 50% and the greenhouse gas concentration will reach approximately 685 particles per million CO₂ equivalent by 2050 without strict environmental policies (Behera et al., 2024).

Governments and civil society organizations around the world are promoting laws and policies to reduce the negative effects of environmental degradation on natural resources and humanity (Zhang et.al, 2019). Preserving the natural environment has become a worldwide concern for both consumers and researchers. Climate change, in particular, is a global concern due to its impact on green growth and sustainable development. Because, as a result of climate change, ecosystems and biodiversity, water resources, and the frequency and scale of extreme weather events are affected. These consequences have significant consequences on food production, human well-being, socio-economic activities and economic output (OECD, 2024).

These issues have led manufacturing industries and consumers to prioritize responsible consumption and practices that support environmentally friendly sustainability. The tendency to

adopt an environmentally friendly lifestyle is increasing in every field and all stakeholders are expected to support this. In green organizational behavior, this appears as an important tool that increases sustainability (Ogiemwonyi, 2024; Kavaslar and Karavelioğlu, 2023; Ogiemwonyi, 2022). Green behavior refers to certain behaviors that individuals adopt to meet their needs without causing any harm to both the environment and society (Ogiemwonyi and Harun, 2021). Adopting green behavior helps alleviate negative environmental impacts and promote healthier living conditions. Green behavior has emerged as a response to environmental problems by encompassing environmentally friendly behaviors (Ogiemwonyi and Jan, 2023).

Green behavior consists of actions and behaviors of employees that contribute to environmental sustainability (Ones and Dilchert, 2012: 87; Wiernik et al.,2016). Green behavior consists of behaviors that aim to protect the environment voluntarily (Norton et al., 2015: 103), aiming at saving energy and water, and serving sustainability towards recycling (Kim et al., 2014; Safari et al., 2017). However, it can be difficult to know what individuals' preferences are for improving sustainability and welfare. Employees' motivation and capacity to change are influenced by numerous factors, including existing socio-economic and technological systems. Therefore, a well-developed understanding is needed to develop effective policies in promoting the desired behavioral change (OECD, 2023; Tian et al., 2019).

One of the social pressure factors affecting employees' green organizational behavior is the relationships between business leaders or the organization and the employee. One of the factors that facilitate green organizational behavior is to create an environmentally supportive structure that will be created by the organization and cause employees to show green behavior. In certain ways, this so-called green opportunity motivates and motivates employees to behave well (Hasebrook et al., 2022). Leadership is influencing employees and managing their efforts to achieve organizational goals. (Ülgen and Mirze, 2018). Leadership is the process by which a person influences and directs the activities of others to achieve a goal under certain conditions (Sabuncuoğlu and Tüz, 1996).

Leadership is the knowledge, skill and ability to influence and mobilize group members to achieve certain goals (Eren, 2014). Therefore, a leader is a person who acts in line with the goals of the organization (Doğan, 2002). An inclusive leader has a leadership style that takes into account people's wishes and needs and has high levels of cooperation and communication between leader and member (Carmeli et al., 2010). In inclusive leadership, an organizational structure is created where employees' belonging is developed, the contributions of all employees are valued, and employees are supported (Shore et.al., 2011; Lirio et al., 2008).

The main features of inclusive leadership are; to ensure that employees are involved in the work, to provide resources, to make employees feel valuable, to increase employees' contribution to the organization or to the job, to motivate employees for more production. Thus, employees strive for maximum benefit thanks to the good behavior of the leader. In inclusive leadership, respect, recognition, appreciation, responsiveness, trust, loyalty, goal setting, ways to achieve this goal, decision making and continuous feedback are essential. The fact that the inclusive leader is always accessible and open increases the job satisfaction of employees and positively affects the employee-task relationship (Choi et al., 2015; Mitchell et al., 2015; Nembhard and Edmondson, 2006; Hollander, 2009).

Inclusive leaders are dynamic and change oriented. Inclusive leadership is a quality that cares about the values adopted by employees and allows them to behave according to the ethical system they have. Inclusive leaders are leaders who care about both individual and cultural differences (Wuffli, 2016; Rayner, 2009; Miller, 1998). Therefore, it seems that the characteristics and behaviors of the leader strongly affect the behavior of employees. This research investigates

whether inclusive leadership style is effective on green organizational behavior. Since inclusive leadership is a model that creates positive outcomes for employees, it is thought to have positive effects on the green organizational behavior of employees. In the research, firstly, literature explanations about inclusive leadership and green organizational behavior were made, and in the second part, the methodology of the research was explained and the analysis results were included.

2. MATERIAL AND METHODS

2.1. Purpose and Importance of the Research

The purpose of this study is to determine the effect of inclusive leadership on green organizational behavior. The hypotheses developed in this context are as follows:

H1: Inclusive leadership has an impact on the green organizational behavior.

H1a: Openness, availability and accessibility, which are the sub-dimensions of inclusive leadership, It has an impact on the environmental sensitivity dimension of green organizational behavior.

H1b: Openness, availability and accessibility, which are the sub-dimensions of inclusive leadership, It has an impact on the environmental participation dimension of green organizational behavior.

H1c: Openness, availability and accessibility, which are the sub-dimensions of inclusive leadership, It has an impact on the economic sensitivity dimension of green organizational behavior.

H1d: Openness, availability and accessibility, which are the sub-dimensions of inclusive leadership, It has an impact on the green purchasing dimension of green organizational behavior.

H1e: Openness, availability and accessibility, which are the sub-dimensions of inclusive leadership, It has an impact on the technological sensitivity dimension of green organizational behavior.

2.2. The Universe and Sample of the Research

The population of the research consists of employees in Tourism Businesses in Turkey. The sample of the research consists of 713 employees in in Tourism Businesses in Turkey and convenience sampling method was used in the research. This research is a quantitative study and a survey was used as data collection. A total of 713 surveys were evaluated. Findings regarding the demographic characteristics of the research participants are presented in Table 1. The research was conducted after obtaining the permission of Selcuk University Ethics Committee numbered 28.06.2024 E-22752295-300-794704.

Table 1. Demographic Characteristics of the Participants

Demographic Findings		n	%
Gender	Woman	322	45,1
	Man	391	54,8
Age	18-25 age	167	23,4
	26-29 age	296	41,5
	30-35 age	189	26,5
	36-40 age	43	6,0
	41-65 age	18	2,5
Education	Primary /secondary school	29	4,0
	High school	287	40,2
	Associate degree	112	15,7
	Bachelor	165	23,1
	Master	120	1,68
Job Duration	Less than 1 year	37	5,18
	1-5 years	163	22,8
	6-10 years	256	35,9
	11-15 years	201	28,1
	16 years and above	56	7,85
Total		713	100,00

According to Table 1, 45.1% of the participants are female and 54.8% are male; 64.9% are under 20 years old, 35% are over 30 years old. Considering their educational status, 5% have less than 1 year; 40.4% university graduate; 22.8% between 1 and 5 years; 35.9% are between 6-10 years; 28.1% have a working experience of 11-15 years and 7.85% have a working experience of 16 years or more.

2.3. Data Collection Tool Used in the Research

Research data was collected by survey method. The survey was prepared as both a web-based. A total of 713 survey forms were filled out for the research. The survey form includes three sections consisting of demographic questions, inclusive leadership scale, green organizational behavior scale. The inclusive leadership scale included in the survey form is based on Carmeli et al. (2018) with 9 expressions and a 5-point Likert type. The scale is three-dimensional. The scale was evaluated on a five-point Likert type (5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree). The scale was adapted into Turkish by Sürücü and Maslakçı (2021). The Cronbach alpha coefficient of the scale is 0.911 (Sürücü and Maslakçı 2021).

The green organizational behavior scale was developed by Erbaşı (2019) and was prepared 27 item, 5-point Likert type. The scale was evaluated on a five-point Likert type (5= Always, 4= Often, 3= Occasional, 2= Rarely, 1= Never). The Cronbach alpha reliability coefficient of the scale is 0.818 (Erbaşı, 2019). Before applying the scale used in the research, a pilot application was carried out. In this regard, surveys were administered to 45 employees in tourism businesses. Within the scope of the findings obtained through face-to-face interview method, it was seen that all the statements in the survey were understandable. Accordingly, no changes were made to the survey form.

2.4. Data Analysis

The data obtained from the survey study were analyzed with IBM AMOS-22 and SPSS-22 package program. In this research, the demographic structure of the participants, validity and reliability analyzes of the scales, correlation analysis to determine the relationship between variables and finally multiple regression analysis to test hypotheses.

2.5. Results

Table 2 results show that the scales are valid and reliable.

Table 2. Validity and Reliability Tests of Scales

Scale	Factor	Cronbach Alpha
Inclusive Leadersihp	9	0.932
Openness	3	0.845
Availability	4	0.911
Accessibility	2	0.893
Green Organizational Behavior	27	0.949
Environmental Sensitivity	8	0.913
Environmental Participation	7	0.876
Economic Sensitivity	5	0.857
Green Purchasing	4	0.892
Technological Sensitivity	3	0.887

According to the reliability analysis findings regarding the scales of the research, the Cronbach alpha value of the Inclusive leadership scale is 0.932; The Cronbach alpha value of the green organizational behavior scale was calculated as 0.949. According to the results of the factor analysis, the KaiserMeyer-Olkin value of the Inclusive leadership scale (KMO=.877, p=.000) was gathered under 3 factors explaining 78.84%. The Kaiser-Meyer-Olkin value of the green organizational behavior scale (KMO=.867, p=.000) was collected under 5 factors explaining 75.19%.

Table 3. The Relationship Between Inclusive Leadership and Green Organizational Behavior

	1	2	3	4	5	6	7	8	9	10
<i>Inclusive Leadership (1)</i>	1									
<i>Openness (2)</i>	,904**	1								
<i>Availability (3)</i>	,907**	,751**	1							
<i>Accessibility (4)</i>	,931**	,758**	,795**	1						
<i>Green Organizational Behavior (5)</i>	,797**	,769**	,767**	,649**	1					
<i>Environmental Sensitivity (6)</i>	,742**	,849**	,802**	,818**	,855**	1				
<i>Environmental Participation (7)</i>	,844**	,783	,884**	,805**	,863**	,845**	1			
<i>Economic Sensitivity (8)</i>	,784**	,809**	,896**	,883**	,831**	,700**	,955**	1		
<i>Green Purchasing (9)</i>	,800**	,657**	,696**	,748**	,778**	,760**	,748**	,892**	1	
<i>Technological Sensitivity (10)</i>	930**	,749**	,775**	,778**	,981**	,881**	,605**	,698**	,695**	1

**p< 0,01; *p< 0,05

According to the correlation analysis results in Table 3, it is seen that inclusive leadership has a positive relationship with green organizational behavior (r=.797; p<0.01). It appears that inclusive

leadership is positively related to environmental sensitivity ($r=.742$; $p<0,01$), environmental participation ($r=.844$; $p<0,01$), economic sensitivity ($r=.784$; $p<0,01$), green purchasing ($r=.800$; $p<0,01$), technological sensitivity ($r=.930$; $p<0,01$), which are the dimensions of green organizational behavior. It has been revealed that green organizational behavior has a positive relationship with openness ($r=.769$; $p<0,01$), availability ($r=.767$; $p<0,01$) and accessibility ($r=.649$; $p<0,01$), which are the dimensions of inclusive leadership.

The results of the multiple regression analysis performed to test the hypotheses created within the scope of the research are given in Table 4 below.

Table 4. Regression Findings Related to the Effect of Inclusive Leadership on Green Organizational Behavior

Independent Variable	Dependent Variable	R2	Beta	SH	B	P
Inclusive Leadership	Green Organizational Behavior	,742	,797	,096	,891	,000
Openness	Environmental Sensitivity	,701	,636	,178	,609	,001
Availability			,537	,202	,418	,031
Accessibility			,588	,190	,422	,032
Openness	Environmental Participation	,632	,409	,162	,406	,001
Availability			,589	,158	,380	,062
Accessibility			,622	,172	,609	,001
Openness	Economic Sensitivity	,658	,403	,169	-.016	,920
Availability			,689	,155	,052	,789
Accessibility			,669	,176	,600	,066
Openness	Green Purchasing	,622	,544	,221	,543	,011
Availability			,673	,156	,605	,013
Accessibility			,287	,188	,498	,019
Openness	Technological Sensitivity	,689	,697	,203	,381	,061
Availability			,686	,198	,427	,033
Accessibility			,555	,169	,449	,932

Table 4 shows that inclusive leadership explains green organizational behavior by 74%. In this context, inclusive leadership has a positive effect on green organizational behavior. It is seen that openness ($\beta=.636$; $p<0,05$), availability ($\beta=.537$; $p<0,05$) and accessibility ($\beta=.588$; $p<0,05$), which are the sub-dimensions of inclusive leadership, positively affect environmental sensitivity. It is seen that openness ($\beta=.409$; $p<0,05$), availability ($\beta=.589$; $p<0,05$) and accessibility ($\beta=.622$; $p<0,05$), which are the sub-dimensions of inclusive leadership, positively affect environmental participation. It is seen that openness ($\beta=.403$; $p<0,05$), availability ($\beta=.537$; $p<0,05$) and accessibility ($\beta=.669$; $p<0,05$), which are the sub-dimensions of inclusive leadership, positively affect economic sensitivity. It is seen that openness ($\beta=.544$; $p<0,05$), availability ($\beta=.673$; $p<0,05$) and accessibility ($\beta=.669$; $p<0,05$), which are the sub-dimensions of inclusive leadership, positively affect green purchasing. It is seen that openness ($\beta=.697$; $p<0,05$), availability ($\beta=.686$; $p<0,05$) and accessibility ($\beta=.555$; $p<0,05$) which are the sub-dimensions of inclusive leadership, positively affect technological sensitivity. In this context, hypotheses H1, H1a, H1b, H1c, H1d and H1e were accepted.

3.DISCUSSION

Environmental disasters experienced not only in our country but also all over the world have made issues related to protecting the environment, making it sustainable and passing it on to future generations more important. The purpose of this research is to determine the effect of inclusive leadership on green organizational behavior. There is no similar study in the literature. The research was conducted in accommodation establishments operating in Turkey. 713 participants answered the survey on a voluntary basis. According to the results of the research, it is seen that inclusive leadership positively affects green organizational behavior. And inclusive leadership explains green organizational behavior by 74%. Based on these results, H1 "Inclusive leadership has an impact on green organizational behavior." the main hypothesis was accepted. In the study, the multiple regression analysis was performed to see the effect of inclusive leadership on the sub-dimensions of green organizational behavior. According to the results obtained, it was determined that the inclusive leadership levels of the employees significantly affected all the sub-dimensions of green organizational behavior. Based on these results, all sub-hypotheses of the study (H1a, H1b, H1c, H1d, H1e) have been accepted. As a result of the evaluation made on the impact values, it was determined that the inclusive leadership levels of employees environmental sensitivity dimension the most among the rest of the green organizational behavior dimensions, followed by technological sensitivity, economic sensitivity, environmental participation and green purchasing dimensions respectively.

Recycling of resources in organizations, economical use of resources, development of more rational policies will be gained by employees through practices towards green organizational behavior (Bulinska et al., 2021; Steg and Vlek, 2009). The main environmentally friendly behaviors in organizations can be listed as recycling waste materials, turning off electronic devices (Boiral, et al., 2015), developing sustainable products and processes, taking environmentally friendly measures, changing working methods, reducing car use, not consuming products that are difficult to recycle such as plastic, and giving importance to recyclable materials.

And by choosing change, leaders aim to establish a new world outside the existing one. All these behaviors are shaped by the perceptions of employees within the organization. Therefore, there is a need for leaders within the organization who are open to all kinds of new ideas, who realize these ideas, who motivate employees, who share all kinds of information and data, who carry out the decision-making process together with employees, who are highly aware, energetic, harmonious, courageous in making forward-looking moves, and who are open to change. Inclusive leaders are individuals who have these qualities. Inclusive leaders are leaders who develop their teammates and nurture their creativity and innovation.

In this context, it is important for organizations to develop strategies for the environment. This will be achieved with leaders and their followers who are aware of the environment. The result of this study shows that inclusive leadership is important in increasing environmentally friendly behaviors. It has been determined that inclusive leadership has a positive impact on employees not only in work-related behaviors but also in green organizational behaviors. The limitation of the research is that the research was conducted in the tourism sector. Conducting the research among employees in other sectors will allow the results to be compared.

REFERENCES

- Behera, P., Behera, B., Sethi, N., & Handoyo, R. D. (2024). What drives environmental sustainability? The role of renewable energy, green innovation, and political stability in OECD economies. *International Journal of Sustainable Development & World Ecology*, 1–15. <https://doi.org/10.1080/13504509.2024.2333812>
- Boiral, O., Paillé, P., & Raineri, N. (2015). The nature of employees' proenvironmental behaviors. In Robertson, J.L., & Barling, J. (Eds.), *The psychology of green organizations*. New York: Oxford University Press.
- Bulinska-Stangrecka, H. & Bagienska, A. (2021). CultureBased Green Workplace Practices as a Means of Conserving Energy and Other Natural Resources in The Manufacturing Sector. *Energies*, 14, 1-21.
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety. *Creativity Research Journal*, 22(3), 250-260, DOI: 10.1080/10400419.2010.504654
- Choi, S. B., Tran, T. B. H., & Park, B. I. (2015). Inclusive Leadership and Work Engagement: Mediating Roles of Affective Organizational Commitment and Creativity. *Social Behavior and Personality: An International Journal*, 43(6), 931–943.
- Doğan, E. (2002). *Eğitimde Toplam Kalite Yönetimi*. Ankara: Academy Plus Yayınevi.
- Erbaşı, A. (2019). Yeşil örgütsel davranış ölçeği: Bir ölçek geliştirme çalışması. *İstanbul Management Journal*, 86, 1-23.
- Eren, E. (2014). *Örgütsel Davranış ve Yönetim Psikolojisi*. İstanbul: Beta Yayıncılık.
- Hasebrook JP., Michalak L., Wessels A., Koenig S., Spierling S., & Kirmsse S., (2022). Green Behavior: Factors Influencing Behavioral Intention and Actual Environmental Behavior of Employees in the Financial Service Sector. *Sustainability*, 14(17), 1-13.
- Hollander, E. P. (2009). *Inclusive leadership: The essential leader–follower relationship*. New York, NY: Routledge. 3-37.
- Kavaslar, S. & Karavelioğlu, C. (2023). Yeşil Örgütsel Davranışın Kavramsal Çerçevesi. *Toplum Ekonomi Ve Yönetim Dergisi*, 4(1). <https://doi.org/10.58702/teyd.1187540>
- Kim, A., Kim, Y., Han, K., Jackson, S.E., & Ployhart, R.E. (2014). Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy. *Journal of Management*, 43 (5), 1335-1358.
- Lirio, P., Lee, M. D., Williams, M. L., Haugen, L. K., & Kossek, E. E. (2008). The inclusion challenge with reducedload professionals: The role of the manager. *Human Resource Management*, 47, 443-461.
- Miller, F. A. (1998). Strategic culture change: The door to achieving high performance and inclusion. *Public Personnel Management*, 27, 151-160.
- Mitchell, R., Boyle, B., Parker, V., Giles, M., Chiang, V., & Joyce, P. (2015). Managing inclusiveness and diversity in teams: How leader inclusiveness affects performance through status and team identity. *Human Resource Management*, 54(2) 217-232.
- Nembhard, I. M. & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27 (7), 941–966.
- Norton, T.A., Parker, S.L., Zacher, H., & Ashkanasy, N.M. (2015). Employee Green Behavior: A Theoretical Framework, Multilevel Review, and Future Research Agenda. *Organization & Environment*, 28 (1), 103-125.

- OECD (2023). How Green is Household Behaviour? Sustainable Choices in a Time of Interlocking Crises. OECD Studies on Environmental Policy and Household Behaviour, *OECD Publishing*, Paris, <https://doi.org/10.1787/2b5bb663-en>.
- OECD (2024). OECD Tourism Trends and Policies. *OECD Publishing*, Paris, <https://doi.org/10.1787/80885d8b-en>.
- Ogiewwonyi, O. (2022). Factors influencing generation Y green behaviour on green products in Nigeria: An application of theory of planned behaviour. *Environmental and Sustainability Indicators*, 13/100164. <https://doi.org/10.1016/j.indic.2021.100164>
- Ogiewwonyi, O., & Harun, A. (2021). Theory of planned behaviour approach to understand pro-environmental behaviour among young green consumers in Malaysia. *Israel Journal of Ecology and Evolution*. DOI: 10.1163/22244662-bja10021
- Ogiewwonyi, O. & Jan, M.T. (2023) The correlative influence of consumer ethical beliefs, environmental ethics, and moral obligation on green consumption behavior. *Resources, Conservation & Recycling Advances*, 19.
- Ogiewwonyi, O. (2024). Determinants of green behavior (Revisited): A comparative study, *Resources. Conservation & Recycling Advances*, 22, October, 200214
- Ones, D. S., & Dilchert, S. (2012). Employee green behaviors. In S. E. Jackson, D. S. Ones, & S. Dilchert (Eds.), *Managing human resources for environmental sustainability*, Jossey-Bass/Wiley, 85–116.
- Rayner, S. (2009). Educational diversity and learning leadership: A proposition, some principles and a model of inclusive leadership? *Educational Review*, 61(4), 433–447.
- Sabuncuoğlu, Z., & Tüz, M. (1996). *Örgütsel Psikoloji*. Bursa: Ezgi Kitapevi Yayıncılık.
- Safari, A., Salehzadeh, R., Panahi, R. and Abolghasenia, S. (2017). Multiple Patways Linking Environmental Knowledge and Awareness To Employees' Green Behavior. *Corporate Governance: The International Journal of Business in Society*, 1-23.
- Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289. <https://doi.org/10.1177/0149206310385943>.
- Steg, L., & Vlek, C. (2009). Encouraging Pro-Environmental Behaviors: An Integrative Review and Research Agenda. *Journal of Environmental Psychology*, 29 (3), 309-317.
- Sürücü, L. & Maslakçı, A. (2021). Kapsayıcı Liderlik Ölçeği'nin Türkçeye uyarlanması: Geçerlik ve güvenilirlik çalışması. *Doğuş Üniversitesi Dergisi*, 22(2), 201-215.
- Tian, H., Zhang, J., & Li, J. (2019). The Relationship Between Pro-Environmental Attitude and Employee Green Behavior: The Role of Motivational States and Green Work Climate Perceptions. *Environmental Science and Pollution Research*, 27 (7): 1-12.
- Ülgen H., & Mirze, K. (2018). *İşletmelerde Stratejik Yönetim*. Beta Basım Yayım Dağıtım
- Wiernik, B.M., Dilchert, S., & Ones, D.S. (2016). Age and Employee Green Behaviors A Meta Analysis. *Frontiers in Psychology*, 7 (194), 1-15
- Wuffli, P. A. (2016). Inclusive Leadership A Framework for the Global Era. *Springer Cham Heidelberg New York Dordrecht London*, 3-6.
- Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How Green Human Resource Management Can Promote Green Employee Behavior in China: A Technology Acceptance Model Perspective. *Sustainability*, 11 (5408) 1-19.