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-RESEARCH ARTICLE-

THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE IN THE EFFECT OF GREEN ORGANIZATIONAL CLIMATE ON GREEN ORGANIZATIONAL BEHAVIOR

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Abstract

Green organizational climate and green organizational behavior are becoming increasingly important for businesses that promote environmentally conscious production approaches. Especially in the manufacturing sector, sustainability-focused policies and practices are critical factors influencing employees' perceptions, motivations, and commitment to the organization. In this context, the adoption of a green climate within the organization and the encouragement of employees towards environmentally responsible behaviors can have a positive impact on the perception of justice. A green organizational climate contributes to employees feeling more valued and respected in the workplace by providing a fair, ethical, and environmentally responsible working environment for all stakeholders. Therefore, understanding the role of green organizational behavior and climate in organizational justice in manufacturing businesses is crucial for both employee satisfaction and long-term sustainability strategies. In this study, the mediating effect of organizational justice on the effect of green organizational climate on green organizational behavior was examined. The data obtained within the scope of the study were obtained from 285 employees selected through convenience sampling method using online questionnaire technique. In order to verify the validity of the scales used in the research, confirmatory factor analysis was performed with AMOS 24 software. Cronbach's Alpha coefficient values were calculated to test the reliability of the scales using SPSS 24.0 quantitative analysis program. The data obtained were analyzed with structural equation modeling techniques. According to the research findings, it was concluded that green organizational climate has a positive effect on green organizational behavior and organizational justice. In addition, it was concluded that organizational justice has a mediating role in the effect of green organizational climate on green organizational behavior.

Keywords: *Green Organizational Climate, Green Organizational Behavior, Organizational Justice, Green Organization, Environmental Sustainability*

JEL Codes: *D23, M10, M20, M1*

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YEŞİL ÖRGÜT İKLİMİNİN YEŞİL ÖRGÜTSEL DAVRANIŞ ÜZERİNDEKİ ETKİSİNDE ÖRGÜTSEL ADALETİN ARACILIK ROLÜ

Öz

Yeşil örgüt iklimi ve yeşil örgütsel davranış, çevresel hassasiyeti yüksek üretim yaklaşımlarını teşvik eden işletmeler için giderek daha önemli hale gelmektedir. Özellikle üretim sektöründe, sürdürülebilirlik odaklı politikalar ve uygulamalar, çalışanların algılarını, motivasyonlarını ve örgüte olan bağlılıklarını etkileyen kritik unsurlardır. Bu bağlamda, örgüt içinde yeşil bir iklimin benimsenmesi ve çalışanların çevresel sorumluluk taşıyan davranışlara yönlendirilmesi, adalet algısında olumlu bir etki yaratabilmektedir. Yeşil örgüt iklimi, işletmenin tüm paydaşları için adil, etik ve çevresel açıdan sorumlu bir çalışma ortamı sağlayarak, çalışanların iş yerinde kendilerini daha değerli ve saygı duyulan bireyler olarak hissetmelerine katkıda bulunur. Bu nedenle, üretim işletmelerinde yeşil örgütsel davranışların ve iklimin örgütsel adalet üzerindeki rolünün anlaşılması, hem çalışan memnuniyeti hem de uzun vadeli sürdürülebilirlik stratejileri açısından önem arz etmektedir. İşletmelerde yeşil politika ve uygulamaların etkin bir şekilde benimsenmesi, örgütsel adaletin sağlanmasında kritik bir rol üstlenmektedir. Bu durum, çalışan memnuniyeti ile uzun vadeli sürdürülebilirlik hedeflerine ulaşılmasına katkıda bulunmaktadır. Bu çalışmada, yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde örgütsel adaletin aracılık etkisi araştırılmıştır. Çalışma kapsamında elde edilen veriler, çevrimiçi anket tekniği kullanılarak kolayda örnekleme yöntemi yoluyla seçilen 285 çalışandan elde edilmiştir. Araştırmada kullanılan ölçeklerin geçerliliğini doğrulamak için AMOS 24 programı ile doğrulayıcı faktör analizi gerçekleştirilmiştir. SPSS 24.0 nicel analiz programı vasıtasıyla, ölçeklerin güvenirliğini test etmek için Cronbach Alfa katsayısı değerleri hesaplanmıştır. Elde edilen veriler, yapısal eşitlik modellemesi teknikleri ile analiz edilmiştir. Araştırma sonucunda elde edilen bulgulara göre; yeşil örgüt ikliminin yeşil örgütsel davranış ve örgütsel adalet üzerinde pozitif etkisi olduğu sonucuna ulaşılmıştır. Ayrıca yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde örgütsel adaletin aracılık rolünün olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: *Yeşil Örgüt İklimi, Yeşil Örgütsel Davranış, Örgütsel Adalet, Yeşil Örgüt, Çevresel Sürdürülebilirlik*

JEL Kodları: *D23, M10, M20, M1*

"Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır."

1. INTRODUCTION

Nowadays, environmental sustainability has become a priority issue for focus businesses. Concepts such as green business practices, green human resource management, green entrepreneurship, green accounting, green management, and green organizational citizenship are increasingly associated with environmental sustainability (Arulrajah et al., 2016; Stringer, 2010).The ultimate goal of environmental sustainability practices is to reduce businesses' adverse impacts on the environment, enhance their positive effects on the environment, and contribute to the improvement of environmental performance (Veerasamy et al., 2024; Kumar and Tarkar, 2024). Environmentally conscious businesses aim not only to mitigate environmental impacts but also to establish a positive reputation among customers and stakeholders, thereby gaining a competitive advantage. These businesses typically place an emphasis on integrating social responsibility and environmental awareness into their business strategies (Stringer, 2010; Mishra, 2017; Salama et al., 2024; Kurnaz, 2025).

Environmental behaviors have been the focus of researchers for a long period. Changes in the perspective on the environment, influenced by the phenomenon of globalization, have reduced organizations' perception of environmental sensitivity as a cost factor. The evaluation of environmental behaviors as a competitive opportunity by organizations has led to an increase in both individual and organizational environmental practices. In particular, the scientific literature emphasizes the growing sincerity of consumers towards organizations that prioritize environmental concerns and exhibit a strong sense of environmental responsibility, leading to a preference for such organizations (Erbaşı, 2019). In this context, factors such as energy efficiency, waste management and the use of natural resources emerge as crucial considerations in assessing the environmental performance of organizations. The adoption of various strategies for environmental sustainability by organizations serves not only to protect the environment but also to meet societal expectations. As Teng (2011) points out, when organizations advocate for environmental protection and actively participate in environmental management, they not only exhibit behaviors consistent with corporate values, but also enhance their corporate image by fulfilling their social responsibility obligations (Özalp and Erbaşı 2021).

On the other hand, it is not sufficient for sustainable environmental policies to be successful if only organizations and organizational managers exhibit environmentalist behaviors. In addition to the environmental sensitivity of organizational managers, employees at all levels of the organization should also exhibit environmentalist behaviors. Such behaviors, which may seem small at the individual level, have a cumulative effect on an organization's environmental performance. Therefore, it is of paramount importance that every individual working in the organization exhibits environmentalist behaviors to enhance the environmental sustainability performance of organizations (Erbaşı, 2019; Coşkun, 2022).

This study is one of the few empirical investigations examining the mediating role of OJ in the relationship between GOC and GOB. (Chaudhary, 2020; Paillé and Mejía-

Morelos, 2020; Norton et al., 2015). While previous research has explored the direct link between green organizational climate and green behaviors (Norton et al., 2015; Yüksel et al., 2022; Stringer, 2010; Chen, 2010; Ones and Dilchert, 2012; Raja et al., 2019; Irge, 2022; Yeşiltaş ve Topaloğlu, 2021; Zientara and Zamojska, 2018; Dumont et al., 2017; Erbaşı, 2019), there is a noticeable gap concerning how perceptions of justice might influence this relationship. By addressing this gap, especially within the manufacturing sector context, this study offers a novel contribution to the literature. The findings demonstrate that both a strong green climate and perceptions of fairness jointly promote environmentally responsible behaviors among employees. Thus, the study provides original insights for researchers and practitioners aiming to design sustainability-focused organizational policies, enriching the theoretical understanding of how green practices and justice mechanisms intersect to foster pro-environmental behaviors. The theoretical section of the study discussed the concepts of GOC, GOB, and OJ. The research section presented quantitative analyses and findings.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. Green Organizational Behavior (GOB)

GOB is derived from theories such as the Theory of Planned Behavior (Ajzen, 1991) and Social Cognitive Theory (Bandura, 1986), which explain the attitudes and behaviors of individuals and organizations regarding environmental sustainability. These theories provide a foundation, particularly in predicting environmental behaviors and understanding the roles of self-efficacy and social norms (Kaiser and Gutscher, 2003; Norton et al., 2015). The theoretical framework underpinning these dynamics frequently incorporates Social Exchange Theory, which posits that the relationships between employees and organisations are based on reciprocal rewards. Consequently, organisations that foster a supportive and environmentally friendly climate may yield higher levels of employee commitment and behaviours aligned with environmental values (Iqbal and Piwowar-Sulej, 2023). This notion is further substantiated by studies demonstrating how organisational green culture and identity act as key motivational frameworks that encourage employees to engage in pro-environmental actions through increased environmental awareness (Li et al., 2023; Liu et al., 2020; Afsar et al., 2016; Wang, 2019; Tsai et al., 2017).

In today's world, organizations have transitioned from a profit-centric model to an era where sustainability principles and environmentally conscious practices are embraced. Within this framework, GOB plays a significant role. GOB focuses on initiatives such as minimizing an organization's ecological impact, promoting the sustainable utilization of resources, and fostering environmental awareness among employees (Stringer, 2010; Esty and Winston, 2009). Within scholarly discourse, GOB has been defined using various terminologies such as green employee behavior, green management, and employee green behavior. However, this study specifically defines it as green organizational behavior. GOB is described as a set of voluntary environmental actions initiated by employees independently. The broad implementation of these behaviors throughout the organization is seen as a crucial

step towards fostering an environmentally conscious entity (Afsar et al., 2016; Kavaslar and Karavelioğlu, 2023). Environmental issues such as environmental sustainability, the advancement of energy efficiency, waste management, the encouragement of recycling, and intergenerational resource transfer are gaining prominence in contemporary discussions (Yiğit, 2023; Chen, 2011). Consequently, both individuals and corporations are compelled to engage in environmentally conscientious actions. Within the organizational context, this trend may result in a surge of green employee behaviors (Yiğit, 2022).

It has been argued that individuals' environmental sensitivity correlates positively with environmentally friendly behaviors within the organizational context (Zibarras and Ballinger, 2011).Organizations are mandated to adopt green purchasing management practices, which entail reducing pollution resulting from work-related operations, optimizing energy consumption, employing environmentally sustainable materials in production and service delivery, and fostering employee engagement in environmentally conscious practices (Aslan et al., 2023). Research has identified that individuals' attitudes towards green products, environmental concern, and perceived consumer effectiveness are among the factors directly and indirectly influencing green purchasing intentions (Aslan et al., 2023; Jaiswal and Kant, 2018: 60). In light of the growing awareness of environmental issues and sustainability concerns, it is anticipated that research on corporate green behavior will become more prevalent (Zibarras and Ballinger, 2011; Yiğit, 2023; Ones and Dilchert, 2012).

Green behaviors, as delineated, encompass entirely voluntary and discretionary actions that form a significant component of individual lifestyle choices (e.g., purchasing environmentally friendly vehicles, opting for organic cleaning products, reducing electricity consumption at home). These behaviors may be exhibited publicly (e.g., attending workshops on green home renovations, utilizing public transportation) or privately (e.g., refraining from using home air conditioners on hot days, maximizing reliance on natural lighting, taking shorter showers). Furthermore, employee engagement in green behaviors involves a certain degree of organizational influence, even if such behaviors are not explicitly prescribed by the organization or inherent in job responsibilities (Ones and Dilchert, 2012). Green behaviors are oriented towards safeguarding the natural environment for corporate sustainability through resource conservation and energy preservation (Kim et al., 2017). They are perceived as voluntary actions both within the workplace and at home. Green behavior entails individuals' environmentally sensitive actions aimed at benefiting the natural environment and mitigating harm to it (Yiğit, 2022; Norton et al., 2015). As defined by Norton et al. (2015), green behavior is any observable action that contributes to the achievement of sustainable organizational objectives.

The GOB construct is comprised of several sub-dimensions, including “environmental sensitivity, environmental involvement, economic sensitivity, green purchasing, and technological sensitivity”, which are closely interrelated. A change in one dimension can directly impact other dimensions. Within the realm of sub-dimensions of GOB, organizations have identified opportunities to attain competitive

advantage by prioritizing environmental management systems, eco-design, green purchasing, waste management, recycling, and energy conservation (Erbaşı, 2019). GOB is a relatively novel concept that has garnered attention in both domestic and international literature, particularly in recent years (Erbaşı, 2022). Given the limited number of studies on green behavior in the literature, the field of GOB is observed as an area of interest for researchers (Erbaşı, 2019; Erbaşı, 2022).

Manika et al. (2015) delineated three types of green-oriented behavior. The first involves recycling materials such as paper, aluminum, plastic, and glass into reusable products. The second pertains to behaviors aimed at reducing energy consumption, while the third encompasses actions aimed at minimizing waste outputs (Aslan et al., 2023). Environmental sustainability has emerged as a critical component of corporate identity in the 21st century. The role of individual contributions to advancing environmental sustainability within organizations has garnered significant attention in research, resulting in a notable increase in both the quantity and caliber of studies aimed at encouraging eco-friendly behaviors in workplaces. Within this framework, the environmental performance of an organization depends not only on its policies and financial accomplishments but also on the readiness of its employees to adopt environmentally conscious behaviors (Akın, 2023; Azhar and Yang, 2019).

The concept of a GOC provides a framework that supports and guides employees' green organisational behaviours. A review of the extant literature reveals a number of studies that demonstrate the relationship between GOC and GOB. Özalp and Erbaşı's (2022) study investigated the effect of GOC perception on GOB, and their findings indicated that the participants had a high level of GOC perception and a high level of GOB. In a further study, Yeşiltaş and Topaloğlu (2021) investigated the mediating effect of psychological ownership on the effect of GOC on GOB, finding significant positive relationships between GOC, GOB and psychological ownership. Zafar et al. (2022), present evidence that a strong GOC promotes a shared organizational identity among employees, which enhances voluntary pro-environmental behavior. This suggests that when employees identify strongly with their organization’s green values, they are more inclined to act in alignment with those values. Tsai et al. (2017), who investigate the influence of GOC on employees' GOB in the context of the Eco Port of Kaohsiung. They argue that understanding the interplay between organizational climate and employees' green behaviors is essential for effective environmental management, further substantiating the idea that a well-managed GOC leads to a greater likelihood of employees exhibiting pro-environmental behaviors.

In another study, Norton et al. (2014), the influence of the perceived implementation of corporate sustainability policies on perceptions of green climate change and employees' environmentally conscious work behaviors was investigated. The findings indicated a positive correlation between employees' perceptions of sustainability policies and their engagement in green work behaviors, which was mediated by green climate perception. Moreover, the study emphasized the significance for organizations to consider perceptions of GOC to enhance the efficacy of sustainability policies and foster green work behaviors. Huang et al. (2019) examined the effects of OJ on the

GOC and organizational performance in environment-oriented industries. The study found that OJ has a direct impact on employees' perceptions of the work environment, and that a positive GOC enhances organizational performance. In line with the above information, the following hypothesis is proposed:

H1: GOC has a significant effect on GOB

2.2. Green Organizational Climate (GOC)

While organizations persist in their activities according to management decisions amid constantly changing environmental conditions, they gradually develop a distinctive personality. As a collective entity, a climate emerges through the interaction of this personality with the organizational structure and goals. The organizational climate encompasses all intra-organizational and extra-organizational entities that interact with the organization, along with the resultant arrangements (Çetinkaya and Güleç, 2023; Dumont et al., 2017). The roots of the organizational climate concept can be traced back to research conducted in organizational psychology and behavioral sciences during the 1960s and 1970s.The theoretical underpinnings of green organisational climate are closely associated with those of organisational climate and culture theories. This theoretical framework assists organisations in achieving their environmental sustainability objectives. Green organisational climate is predicated on a theoretical foundation that fosters environmental responsibility among employees and the organisation, thereby instilling it as a cultural norm (Mouro and Duarte, 2021; Piwowar-Sulej, 2020; Norton et al., 2015).

The extant research supports the theoretical foundations of a green organisational climate. For example, Norton et al. (2015) stated that pro-environmental organisational culture and climate are derived from general organisational climate and culture theories and affect the environmental behaviours of employees. Piwowar-Sulej (2020) showed that pro-environmental organisational culture plays an important role in achieving sustainability goals and that this culture can be considered as a measurable concept. Mouro and Duarte (2021) revealed that organizational climate encourages pro-environmental behaviours through personal norms and that this process increases environmental responsibility among employees.
Renato Tagiuri and George H. Litwin are widely recognized as the pioneers who introduced the concept of organizational climate. Organizational climate pertains to the prevailing atmosphere and norms of the work environment within an organization, as perceived by employees (Zientara and Zamojska, 2018; Raja et al., 2019).GOC, it is defined as quantifiable manifestations perceived by individuals in the work setting, influencing their motivation and behavior (Mert and Saltık, 2023). Building upon the organizational climate concept, GOC reflects shared perceptions regarding policies, practices, and procedures aligning with an organization's environmental values (Dumont et al., 2017).

Employees' collective perception of GOC encompasses various aspects, such as the degree to which organizations implement formal environmentally conscious policies across different facets of their operations, the existence of corporate protocols facilitating sustainable practices, and the alignment of daily organizational routines with the entity's environmentally friendly objectives and principles (Norton et al., 2012; Coşkun, 2022). Generally, the management and the organization as a whole tend to endorse issues pertinent to GOC. This endorsement fosters a shared understanding among employees regarding environmental sustainability, thus giving rise to what is commonly termed as GOC (Zientara and Zamojska, 2018; Özalp, 2021). GOC encompasses various elements such as corporate social responsibility, corporate environmentalism, the cultivation of a green organizational culture, and employees' collective perceptions of green initiatives (Chou, 2014).

The dimensions contributing to the establishment of a green climate within organizations typically involve environmental policies and the organizational stance towards sustainability (manifested through policy declarations, dissemination of information, provision of training, and the provision of fundamental environmental knowledge to employees), as well as the execution of specific environmental tasks (such as recycling initiatives, management of water resources, and control of chemical usage) (Zientara and Zamojska, 2018; Özalp and Erbaşı, 2021; Yeşiltaş and Topaloğlu, 2021). The relationship between GOC perception and OJ has garnered increasing attention in organizational behavior research. GOC can be perceived as the extent to which an organization actively promotes environmental sustainability, which involves fairness in treatment and opportunities related to eco-friendly practices. The alignment between these concepts can be explained through the lens of OJ, a multi-dimensional construct that encompasses distributive, procedural, interactional, and informational justice. Li et al. (2023) conducted a study investigating the impact of green innovation on the sustainable performance of enterprises. Their findings indicate that within the context of the influence of green product innovation on enterprise sustainability, employees' engagement in green behaviors exhibits a moderate effect.

OJ affects employees' perceptions of fairness not only in resource allocation (distributive justice) but also in how decisions are made (procedural justice) and the quality of interpersonal treatment (interactional justice) received from the organization (Adewoyin, 2022; Kumari, 2013; Patras et al., 2020). Higher levels of OJ are associated with increased organizational commitment and job satisfaction, which are critical components of a positive GOC. When employees perceive fairness in their organizations, they are more likely to engage in environmentally sustainable practices and promote a green culture (Novitasari et al., 2020; Norton et al., 2014; Zientara and Zamojska, 2018). In conclusion, the interconnections between GOC perception and OJ highlight the necessity of fostering an environment characterized by fairness and sustainability. Organizations that prioritize justice are likely to experience enhanced commitment from their employees, along with a greater propensity for engaging in environmentally responsible behaviors. According to Arici and Uysal (2020), a GOC fosters employees' perceptions of OJ by promoting fairness

in the distribution of environmental responsibilities. Norton et al. (2015) suggest that a supportive GOC can enhance employees' perceptions of OJ by signaling the organization's commitment to fairness and sustainability. In accordance with the explanations given above, the following hypothesis is proposed:

H2: GOC has a significant effect on OJ

2.3. Organizational Justice (OJ)

The concept of OJ was initially introduced by Greenberg to describe individuals' subjective perceptions of fairness. OJ is defined as the subjective assessment of the moral integrity of managerial conduct (Sabuncuoğlu and Tüz, 2016). It serves as a framework for understanding the impacts and outcomes of fairness within an organization. Essentially, OJ refers to how employees perceive that they are treated fairly in the organizational context. These perceptions of justice play a critical role in shaping employees' job satisfaction and in facilitating the effective functioning of the organization (Akbaba, 2019; İşcan and Sayın, 2010). When employees within an organization perceive unfair treatment from their managers, their commitment and loyalty towards their roles, managers, and the organization tend to diminish. Over time, these perceptions can exacerbate into negative emotions and attitudes (Eren, 2017; Akbaba, 2019; İşcan and Sayın, 2010). OJ yields significant benefits for both the organization and its employees. Ethical and moral judgments embedded within OJ perceptions greatly influence individuals' behaviors, impacting aspects such as job satisfaction, engagement in organizational citizenship behaviors, commitment to the organization, mitigation of counterproductive work behaviors, reduction of turnover intentions, and enhancement of performance. A heightened sense of justice within the organization is widely recognized as a fundamental prerequisite for facilitating organizational activities with effectiveness and efficiency (Macit and Aydoğan, 2023).

The perception of OJ is rooted in the theory of equality within organizational contexts. Equality theory posits that employees' high levels of job satisfaction, increased commitment to the organization, and development of trust in both the organization and their managers are contingent upon their being valued and rewarded fairly (Eren, 2017). OJ perception is commonly delineated across three dimensions within organizations: distributive, procedural, and interactional justice. Distributive justice, framed within equity theory, pertains to the honesty and impartiality demonstrated by managers in allocating resources within the organization. Procedural justice concerns the fairness of the processes employed to determine outcomes such as wages, rewards, and promotions for employees, as well as the perceived fairness of decision-making procedures and their implementation within the organization. Interactional justice, conversely, focuses on the fairness of interpersonal interactions occurring within the workplace (Greenberg, 1987). This section of the study reviews the literature regarding GOC, GOB, and OJ variables. GOC, GOB, and OJ are regarded as pivotal components for contemporary organizations seeking to transcend a sole focus on economic success and instead embrace a management approach rooted in

sustainability and ethical principles. GOC pertains to an organization's conscientious handling of its environmental responsibilities and the incorporation of sustainable practices. This climate encompasses the organization's endeavors to mitigate its environmental footprint, optimize the utilization of natural resources, and uphold its obligations to stakeholders (Zientara and Zamojska, 2018; Sabokro et al., 2021; Norton et al., 2014; Zafar et al., 2023; Norton et al., 2017; Dumont et al., 2017).

GOB entails the inclinations and endeavors of individuals to contribute towards environmental sustainability objectives within the workplace, often encompassing actions such as energy conservation, waste reduction, and engagement in environmentally friendly practices. Within this framework, OJ pertains to the just and equitable allocation of resources, rewards, and sanctions in the workplace, ensuring that environmental decisions and practices are administered fairly. These concepts underscore the endeavors of contemporary organizations to transition towards a more sustainable and justice-oriented business model, characterized by an approach that prioritizes not only economic success but also considers environmental and social impacts (Dumont et al., 2017; Zafar et al., 2023; Zientara and Zamojska, 2018; Sabokro et al., 2021; Stets and Biga, 2003). Xiao et al. (2020), examined employees' perceptions of GOC within the framework of individual-environment fit. Their study highlighted that organizational support fosters environmentally conscious behaviors. Biswas et al. (2021) identified that the psychological green climate influences voluntary environmental behaviors within the context of corporate environmental strategy. Chou (2014), examined the impact of personal and GOC factors on employees' GOB within the hotel industry, revealing that perceptions of GOC significantly influence GOB through personal environmental norms.

Yeşiltaş and Topaloğlu (2021) examined the mediating role of psychological ownership in the relationship between GOC and GOB. Their findings revealed a significant positive correlation between GOC, GOB, and psychological ownership, and indicated that psychological ownership partially mediates the influence of GOC on GOB. Mert and Saltık (2023), explored the effects of GOC and green behavior on job satisfaction within the hotel industry, finding that GOC influences both green behavior and job satisfaction. The relationship between GOC, OJ and GOB has become an increasingly important area of research, especially as organisations seek to increase their sustainability efforts (Iqbal and Piwowar-Sulej, 2023; Liu and Yu, 2023). GOC is defined as employees' collective perceptions of their organizations' environmentally oriented policies and practices (Ones and Dilchert, 2012). It is widely acknowledged that this construct plays a significant role in influencing employees' motivation for environmentally friendly behaviours and the GOC for the environment (Liu and Yu, 2023; Iqbal and Piwowar-Sulej, 2023).

Kim et al. (2019) found that perceived organizational support mediated the relationship between green human resource management practices and employee green behavior, indicating that justice perceptions may have an indirect effect on GOB. Moreover, Paillé et al. (2014) proposed that the organization's commitment to environmental sustainability exerts a significant influence on employees' pro-

environmental behaviours, thereby amplifying their sense of environmental responsibility. This assertion lends further credence to the notion that perceptions of environmental justice can serve as a catalyst for pro-environmental actions, particularly within the context of a GOC. To summarise, it can be concluded that the interrelated dynamics of a GOC and OJ play a critical mediating role in the adoption of GOB among employees. By fostering a positive green climate while ensuring justice in organisational processes, companies can effectively motivate their employees to engage in environmentally responsible actions that support the organization's sustainability objectives. Considering the findings presented in the preceding literature review, the hypotheses proposed in this study are outlined below:

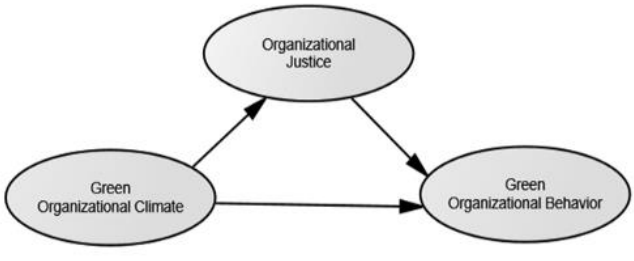
H3: OJ has a significant effect on GOB
H4: OJ has a mediating role in the effect of GOC on GOB

3. METHODOLOGY

3.1. Conceptual Framework for the Study

The research model comprises three main constructs: GOC, GOB, and OJ. In the model, GOC serves as the dependent variable, GOB as the independent variable, and OJ as the mediating variable. The model, developed within the framework of the research, is depicted in Figure 1. The author asserts that the study was conducted in accordance with the principles of scientific ethics. The research underwent review by the ethics committee. Subsequently, authorization was granted by the "Mardin Artuklu University Scientific Research and Publication Ethics Committee" (Date: 18/01/2024, Number: 2024/128594). Data collection in this study utilized a questionnaire. Moreover, participants voluntarily engaged in completing the questionnaires.

Figure 1. Research's Model



3.2. Population and Sampling

The research population comprises employees from various sectors within the Mardin organized industrial zone. The research sample consists of employees who volunteered to participate, selected through convenience sampling. Questionnaires were distributed to participants via WhatsApp and email applications. For SEM, a

minimum sample size of 100 is required, with 200 considered sufficient if it demonstrates normal distribution (Gürbüz and Şahin, 2016). Requests for participation in the online study, conducted via Google Forms, were sent individually to each participant through private messages on the network, resulting in 300 responses. Among these, 285 completed questionnaires were deemed valid for analysis, while 15 were excluded due to incompleteness or inaccuracies.

To ascertain the demographic profile of the participants, characteristics including gender, marital status, age, education level, income, and work experience were examined. Among the questionnaire respondents, 76% identified as male and 24% as female. Regarding marital status, 62% reported being single, while 38% indicated being married. The predominant age group among participants falls within the range of 26-35 years. In terms of educational attainment, 25% of respondents are primary school graduates, 30% are high school graduates, 31% hold undergraduate degrees, and 12% possess associate degrees. Income levels among sector employees predominantly range between 15000-20000 Turkish Lira. Professional experience among employees typically spans between 1-7 years.

3.3. Measurement Tools and Analysis

In this study, the questionnaire method was employed as the primary tool for data acquisition, aligning with the objectives of the field research approach. Participants were solicited to voluntarily complete the questionnaires. The questionnaire devised for this study comprises 4 distinct sections. The initial segment encompasses 10 inquiries pertaining to the demographic characteristics of the participants. Subsequently, the GOB scale, developed by Erbaşı, was employed in the second section. This scale encompasses 27 statements delineated across 5-dimensions, namely ‘environmental sensitivity (8-items), environmental participation (7-items), economic sensitivity (5-items), green purchasing (4-items), and ‘technological sensitivity (3- items). The scale adopts a Likert-type format with a 5-point response scale. The reliability coefficient of the scale within the context of this study was determined to be 0.87 (Erbaşı, 2019).

The third section of the questionnaire employed the GOC scale, originally developed by Norton et al. with the Turkish version of the (8-items) scale obtained from Özalp and Erbaşı study (2021). The scale consists of 2 dimensions: organizational perception and perceptions of co-workers. The reliability coefficient of the scale within the scope of this study was determined to be 0.92. (Norton et al., 2014). In the fourth part of the questionnaire, the OJ scale, developed by Niehoff and Moorman, was utilized. This scale consists of three dimensions: interactive justice (9-items), distributive justice (5-items) and procedural justice (6-items). The reliability coefficient of the scale within the context of this study was calculated to be 0.85. (Niehoff and Moorman, 1993).

The data collected in the study were analyzed using the SPSS and AMOS software packages. SPSS was utilized for determining the descriptive characteristics of the participants, and correlation analysis was employed to examine the relationships between variables. A structural regression model was employed to investigate inter-variable effects and mediation effects. Confirmatory factor analyses (CFA) of the

scales were conducted using the AMOS program. The maximum likelihood method was employed for parameter estimation within the structural equation model developed in the study. In evaluating the tested models, "$\chi 2$/df, CFI, RMSEA, GFI, AGFI, and RMR" goodness-of-fit indices were utilized as benchmarks

3.4. Validity of the Scales

Confirmatory factor analysis was performed using the AMOS software to assess the validity of the scales utilized in the study. The results of the confirmatory factor analysis are presented in Table 1 below. Upon examination of Table 1, it is evident that the goodness-of-fit values of the scales meet acceptable standards (Cole, 1987). Consequently, within the context of this investigation, the unidimensional structure of the GOC scale and the multifactorial structures of the GOB and OJ scales were affirmed. To ascertain the reliability of the scales, Cronbach's alpha coefficients were computed using the SPSS software. The coefficients obtained were 0.87 for the GOC scale, 0.92 for the GOB scale, and 0.85 for the OJ scale. These coefficients indicate a high level of reliability for the scales utilized in the study (Gürbüz and Şahin, 2016; Kurnaz et al., 2024).

Table 1.CFA Results of the Scales

Scales	X^2/sd	RMR	GFI	CFI	AGFI	RMSEA	Alpha
Green Organizational Climate	1.708	0.022	0.985	0.945	0.941	0.053	0.87
Green Organizational Behavior	3.335	0.026	0.924	0.914	0.935	0.064	0.92
Organizational Justice	2.752	0.032	0.911	0.921	0.915	0.072	0.85

4. RESULTS

4.1. Descriptive Statistics of the Participants

Prior to proceeding with the measurement model analysis, the means and standard deviations of the variables and dimensions were computed. Following the presentation of these descriptive statistics, correlation analysis was conducted to elucidate the relationships among the variables. The outcomes of this analysis are outlined in Table 2. Within the GOC dimensions, the mean score for organizational perception was 3.77, while the mean score for perceptions of co-workers was 3.73. Regarding the GOB dimensions, the mean scores were as follows: environmental sensitivity, (3.58), environmental participation, (3.90), economic sensitivity, (3.10), green purchasing, (3.85), and technological sensitivity, (3.76), Concerning the OJ dimensions, the mean score for distributive justice was (2.77), procedural justice was (2.86), and interactive justice was (2.62). Inter-dimensional correlations were assessed to discern the associations between the scales. The correlation outcomes for the variables are delineated in Table 2. Upon scrutinizing the inter-dimensional correlations, it

becomes evident that GOC and its constituent dimensions (organizational perception, perceptions of co-workers), GOB dimensions (environmental sensitivity, environmental participation, economic sensitivity, technological sensitivity, green purchasing), and OJ dimensions (distributive justice, interactive justice, procedural justice) exhibit statistically significant and positive relationships.

Table 2. Mean (M), Standard Deviation (SD) and Correlation Values of Variables

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1.Organizational perception	3.77	.96										
2.Perceptions of co-workers	3.73	.98	.86**									
3.Environmental sensitivity	3.58	.89	.44**	.51**								
4.Environmental participation	3.90	.78	.55**	.57**	.67**							
5.Economic sensitivity	3.10	.96	.17**	.16**	.16**	.19**						
6.Green purchasing	3.85	.60	.65	.80	.89	.11*	.49**					
7.Technological sensitivity	3.76	.92	.27**	.25**	.16**	.26**	.16*	.26.**				
8.Distributive Justice	2.77	.84	.15**	.15**	.38**	.25**	.16**	-.50	.50*			
9.Prosedural Justice	2.86	.66	.29**	.32**	.36**	.29**	.22**	.15**	-.10	.53**		
10. Interactive Justice	2.62	.57	.28**	.30**	.23**	.32**	.10*	.33	.26**	.28	.26**	

Notes: **Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

4.2. Structural Models and Hypothesis Testing

In structural equation modeling (SEM) and regression analyses, there should be a causal succession of more than one independent and dependent variable to detect the mediation effect. This effect is often referred to as "partial and full mediation". If the effect of the independent variable on the dependent variable is fully supported by the mediating variable, this is the full mediation effect. If the effect of the independent variable on the dependent variable is partially supported by the mediating variable, this is called the partial mediation effect. Three conditions must be met for the mediation test to be conducted.

These conditions are presented below respectively (Baron & Kenny, 1986): In the first condition, the independent variable must have an effect on the dependent variable. In the second condition, the independent variables should have an effect on the mediator variable. In the third condition, the mediator variable must have an effect on the dependent variable. When the mediator variable is included in the model, a significant decrease in the effect of the independent variable on the dependent variable indicates partial mediation, while its complete disappearance indicates full mediation. In this

study, GOC (independent variable), GOB (dependent variable) and OJ (mediating variable) were considered. The SEM showing the direct effect of GOC on GOB is presented in Figure 2. When Figure 2 is examined, it is observed that the goodness of fit values "X^2/df=1.721, GFI=.98, AGFI=.94, CFI=.98, RMR=.28, RMSEA=.054" of the structural model showing the effect of GOC on GOB are at acceptable standards. It was observed that GOC directly affects GOB (β= 0.69; p<0.001). The results of the SEM are presented in Table 3.

Figure 2. The Impact of GOC on GOB SEM Path Analysis Results

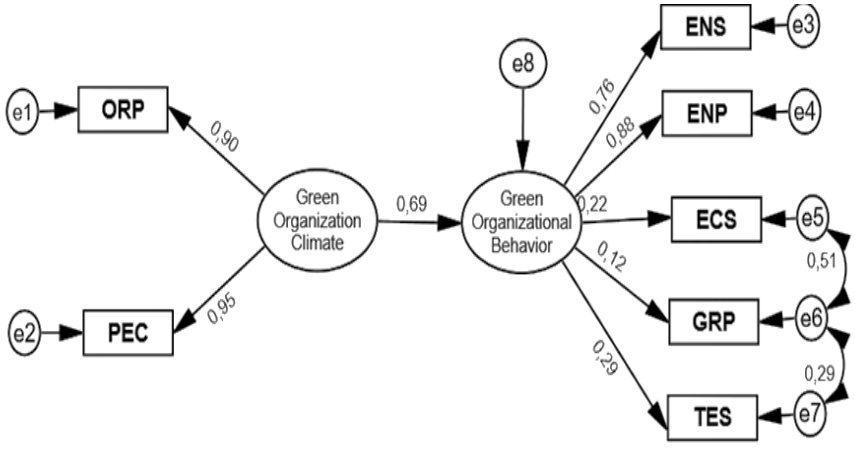


Table 3. Standardized Regression Weights for the Effect of GOC on GOB

Path	β	Estimate	S.E	t-values	p
GOC→GOB	0.69	0.47	0.43	10.890	0.000

Table 3 shows that the β effect of GOC on GOB is (0.69). In this case, GOC has a positively and significantly (β=0.69; p<0.001) positive effect on GOB. Based on these effects, hypothesis H1 is supported. This finding is congruent with the conclusions drawn in the relevant literature (Huang et al., 2019; Norton et al., 2014; Erbaşı, 2022). When the R^2 values in the model are examined, it is seen that 42% of the change in GOB is explained by GOC. The results of the SEM showing the mediating role of OJ in the effect of GOC on GOB are presented in Figure 3.

Figure 3. SEM Showing the Mediating Role of OJ in the Effect of GOC on GOB

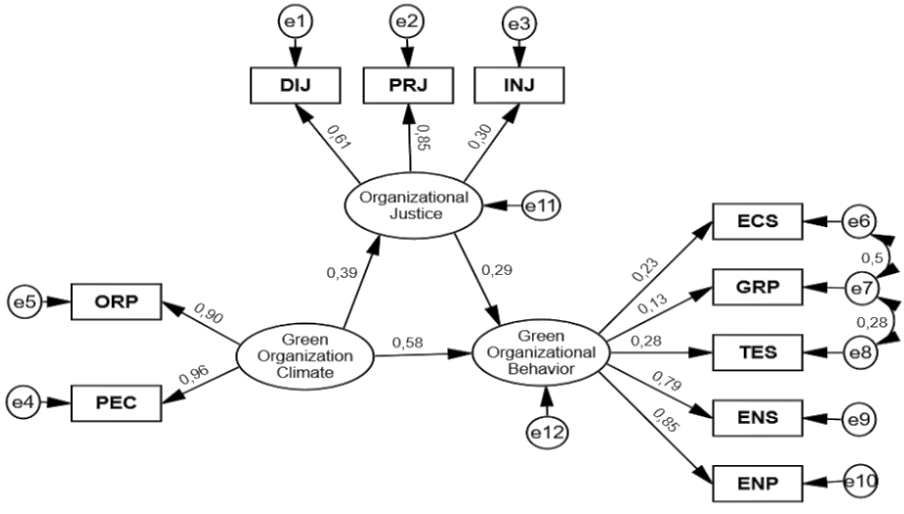


Figure 3 shows that the goodness of fit values "X^2/df=2.851, GFI=.93, AGFI=.91, CFI=.94, RMR=.021, RMSEA=.065" of the SEM regarding the mediating role of OJ on GOC and GOB are within acceptable standards. The results of the SEM are presented in Table 4.

Table 4. Standardized Regression Weights for the Mediating Role of OJ in the Effect of GOC on GOB

Yol	β	Estimate	S.E	t-values	p
GOC→GOB	0.58	0.132	0.044	4.235	0.000
GOC→OJ	0.39	0.214	0.048	3.227	0.000
OJ→GOB	0.29	0.129	0.050	2.607	0.001

Table 4 shows that the β effect of OJ on GOB is (0.29) (β=0.29; p<0.001). Hence, hypothesis H2 is supported. This finding is congruent with the conclusions drawn in the relevant literature (Zientara and Zamojska, 2018; Norton et al., 2015; Arici and Uysal, 2020). When the R^2 values in the model are examined, it is observed that 58% of the change in the GOB variable is explained by OJ. The β effect of GOC on OJ is (0.39) (β=0.39; p<0.001). Hence, hypothesis H3 is supported. The findings of this study align with the conclusions that have been drawn in the relevant literature (Chaudhary, 2020; Akbaba, 2019; Kim et al., 2017). 35% change in OJ variable is explained by GOB. The examining variables in the model, it was observed that there were positive and significant relationships between GOC, GOB and OJ (p<0.001). When the OJ variable is added to the model, the β effect of GOC on GOB decreases from 0.69 to 0.58, which can be considered as a partial mediating effect. Thus, it is

understood that the second and third conditions for the mediation test are met. In light of these findings, since the third stage proposed by Baron & Kenny (1986) is met, hypothesis H4 is supported. These findings support the results of the literature (Chaudhary, 2020; Paillé and Mejía-Morelos, 2020; Luu, 2019; Iqbal and Piwowar-Sulej, 2023; Liu and Yu, 2023).

DISCUSSION

In this study, the mediating effect of organizational justice on the effect of green organizational climate on green organizational behavior was examined. Within this scope, this study holds significance in creating awareness among organizations regarding environmental sustainability, GOC, and GOB, and in providing insights that will contribute to the proliferation of environmentally friendly behaviors within organizations. Research findings, it was observed that employees' perception of GOC, GOB and OJ are positively and significantly related to each other. GOC has a positive and significant effect on GOB and OJ. In the literature, there are several studies with the same results. For example, Akbaba (2019) found that organizational justice affects green organizational behavior.

Zientara and Zamojska (2018) showed that green organizational climate in the hotel sector increases employees' environmentally friendly behavior. Chou (2014) stated that hotels' environmental policies affect employees' personal environmental beliefs. Firms have the capacity to develop and implement environmentally friendly policies, thereby engendering an improvement in the GOC. Furthermore, they can provide sustainability training and encourage employee participation. For instance, Esty and Winston (2009) discussed how environmental strategies can engender innovation and value. Norton et al. (2015) presented a theoretical framework for GOB, which in turn provides practical suggestions on how organisations can promote a GOC. In order to increase OJ, it is vital that organisations ensure fairness in resource allocation, transparency in decision-making processes and respectful communication with employees.

Greenberg (1987) presented a classification of theories of OJ, which can be helpful in understanding ways to increase perceptions of justice. These approaches both encourage green behaviours and increase employee engagement, which is a critical element for organisational sustainability (Akbaba, 2019; Zientara and Zamojska, 2018; Chou, 2014; Yeşiltaş and Topaloğlu, 2021; Özalp, 2021; Karabell and Cramer, 2010; Norton et al., 2015; Mert and Saltık, 2023; Norton et al., 2017; Coşkun, 2022; Wongsnuopparat and Chunyang, 2021; Dumont et al., 2017; Erbaşı and Özalp, 2016; Jaiswal and Kant, 2018; Esty and Winston, 2009).

CONCLUSION

The findings of this study revealed that the GOC has a significant and positive effect on both GOB and OJ. Additionally, it was found that OJ plays a partial mediating role in the relationship between GOC and GOB. In other words, while GOC directly promotes GOB, it also indirectly enhances it through increased perceptions of justice among employees. When OJ was included as a mediator, the direct effect of GOC on GOB slightly decreased, confirming partial mediation. These findings suggest that creating a strong green climate within organizations and ensuring fairness in environmental initiatives are crucial strategies for encouraging employees to engage in environmentally responsible behaviors. Overall, the study contributes to the growing understanding of how green organizational practices, combined with fairness perceptions, can foster sustainable behaviors within organizations.

Suggestions for Researchers and Practitioners

Based on the findings of this study, several important suggestions can be made for both researchers and practitioners. For researchers, future studies should focus on examining the relationship between GOC, OJ, and GOB in different sectors and cultural contexts to increase the generalizability of the findings. Additionally, incorporating qualitative research methods such as interviews and focus groups could provide deeper insights into employees' perceptions of environmental justice and green climate. Researchers are also encouraged to investigate other potential mediating or moderating variables, such as leadership styles, organizational culture, or employees' environmental values.

Conducting longitudinal studies could help capture the dynamic nature of these relationships over time and strengthen causal interpretations. For practitioners, it is recommended that organizations develop and communicate clear green policies and ensure that environmental responsibilities and rewards are distributed fairly. Transparent decision-making processes and respectful communication with employees should be prioritized to strengthen perceptions of justice. Providing regular training on environmental sustainability and creating opportunities for employee participation in green initiatives can enhance employee engagement. Furthermore, organizations should periodically assess employee perceptions of justice and environmental responsibility to identify areas for improvement. Building a strong GOC will not only foster environmental behaviors but also contribute to achieving long-term sustainability goals.

YEŞİL ÖRGÜT İKLİMİNİN YEŞİL ÖRGÜTSEL DAVRANIŞ ÜZERİNDEKİ ETKİSİNDE ÖRGÜTSEL ADALETİN ARACILIK ROLÜ

1. GİRİŞ

Günümüzde çevresel sürdürülebilirlik, çevre dostu yaklaşımlar, işletmeler için öncelikli bir konu haline gelmiştir. Yeşil iş uygulamaları, yeşil insan kaynakları yönetimi, yeşil girişimcilik, yeşil muhasebe, yeşil yönetim ve yeşil örgütsel vatandaşlık gibi kavramlar giderek daha fazla çevresel sürdürülebilirlikle ilişkilendirilmektedir. Çevresel sürdürülebilirlik uygulamalarının nihai hedefi, işletmelerin çevre üzerindeki olumsuz etkilerini azaltmak, çevre üzerindeki olumlu etkilerini artırmak ve çevresel performansın iyileştirilmesine katkıda bulunmaktır. Çevreye duyarlı işletmeler yalnızca çevresel etkileri azaltmayı değil, aynı zamanda müşteriler ve paydaşlar arasında olumlu bir itibar oluşturmayı ve böylece rekabet avantajı elde etmeyi amaçlamaktadır. Bu işletmeler tipik olarak sosyal sorumluluk ve çevre bilincini iş stratejilerine entegre etmeye önem vermektedir.

Öte yandan, sürdürülebilir çevre politikalarının başarılı olabilmesi için sadece örgütlerin ve örgüt yöneticilerinin çevreci davranışlar sergilemesi yeterli olmamaktadır. Öte yandan örgüt yöneticilerinin çevre duyarlılığının yanı sıra örgütün her kademesindeki çalışanların da çevreci davranışlar sergilemesi gerekir. Bireysel düzeyde küçük gibi görünen bu tür davranışlar, bir kuruluşun çevresel performansı üzerinde kümülatif bir etkiye sahiptir. Bu nedenle, kuruluşların çevresel sürdürülebilirlik performansını artırmak için kuruluşta çalışan her bireyin çevreci davranışlar sergilemesi büyük önem taşımaktadır. Buradan hareketle bu çalışmada, yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde örgütsel adaletin aracılık rolü araştırılmıştır. Çalışmanın teorik bölümünde, yeşil örgüt iklimi, yeşil örgütsel davranış ve örgütsel adalet kavramları açıklanmıştır. Araştırma bölümünde nicel analizler ve bulgular sunulmuştur.

2. YÖNTEM

Bu çalışma nicel araştırma deseninde hazırlanmıştır. Verilerin toplanmasında anket tekniğinden yararlanılmıştır. Çalışmada toplanan veriler SPSS ve AMOS paket programları kullanılarak analiz edilmiştir. Katılımcıların tanımlayıcı özelliklerini belirlemek için SPSS, değişkenler arasındaki ilişkileri incelemek için ise korelasyon analizi kullanılmıştır. Değişkenler arası etkileri ve aracılık etkilerini araştırmak için yapısal regresyon modeli kullanılmıştır. Ölçeklerin doğrulayıcı faktör analizleri AMOS programı kullanılarak gerçekleştirilmiştir. Çalışmada geliştirilen yapısal eşitlik modelinde parametre tahmini için maksimum olabilirlik yöntemi kullanılmıştır. Test edilen modellerin değerlendirilmesinde "$\chi 2/df$, CFI, RMSEA, GFI, AGFI ve RMR" uyum iyiliği indeksleri ölçüt olarak kullanılmıştır.

3. BULGULAR

Bu çalışmada yeşil örgüt iklimi, yeşil örgütsel davranış ve örgütsel adalet arasındaki ilişkinin belirlenmesi için Pearson korelasyon analizi gerçekleştirilmiştir. Analizi sonucunda tüm değişkenler arasında pozitif yönlü anlamlı ilişkilerin olduğu saptanmıştır. Değişkenler arasındaki ilişkiler belirlendikten sonra yapısal araştırma modeli ve hipotez testlerine geçilmiştir. Yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinin belirlenmesi için yapısal eşitlik modellemesi (YEM) kullanılmıştır. Yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisini gösteren yapısal modelin uyum iyiliği değerlerinin "X^2/df=1.721, GFI=.98, AGFI=.94, CFI=.98, RMR=.28, RMSEA=.054" kabul edilebilir standartlarda olduğu görülmektedir. Yeşil örgüt ikliminin yeşil örgütsel davranışı doğrudan etkilediği görülmüştür (β= 0.69; $p<0.001$). Böylelikle H1 hipotezi desteklenmiştir. Yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde örgütsel adaletin aracılık rolünün belirlenmesi için YEM kullanılmıştır. Yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisi ve örgütsel adaletin aracılık rolüne ilişkin yapısal eşitlik modellemesi uyum iyiliği değerleri kabul edilebilir standartlarda olduğunu göstermektedir "X^2/df=2.851, GFI=.93, AGFI=.91, CFI=.94, RMR=.021, RMSEA=.065". Çalışmanın H2, H3ve H4 hipotezleri de desteklenmiştir ($p<0.001$).

4. TARTIŞMA

Bu çalışmada, yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde örgütsel adaletin aracılık rolünün olup olmadığı araştırılmıştır. Araştırma sonucunda, yeşil örgüt ikliminin hem yeşil örgütsel davranış hem de örgütsel adalet üzerinde pozitif yönde ve anlamlı etkisinin olduğu sonucuna varılmıştır. Ayrıca çalışma soncunda, yeşil örgüt ikliminin yeşil örgütsel davranış üzerindeki etkisinde kısmen aracılık rolünün olduğu tespit edilmiştir. Literatür incelendiğinde benzer çalışmalara ulaşan çeşitli çalışmalar mevcuttur (Akbaba, 2019; Zientara ve Zamojska, 2018; Chou, 2014; Yeşiltaş ve Topaloğlu, 2021; Özalp, 2021; Karabell ve Cramer, 2010; Norton vd, 2015; Mert ve Saltık, 2023; Norton vd., 2017; Coşkun, 2022; Wongsnuopparat ve Chunyang, 2021; Dumont vd., 2017; Erbaşı ve Özalp, 2016; Jaiswal ve Kant, 2018; Esty ve Winston, 2009).

SONUÇ

Araştırma bulguları, örgüt içinde yeşil bir iklimin benimsenmesi ve çalışanların çevresel sorumluluk taşıyan davranışlara yönlendirilmesi, adalet algılarında olumlu bir etki yaratabilmektedir. Yeşil örgüt iklimi, işletmenin tüm paydaşları için adil, etik ve çevresel açıdan olumlu bir çalışma ortamı sağlayarak, çalışanların iş yerinde kendilerini daha değerli ve saygı duyulan bireyler olarak hissetmelerine katkı sunmaktadır. Bu nedenle, üretim işletmelerinde yeşil örgütsel davranışların ve iklimin örgütsel adalet üzerindeki rolünün anlaşılması, hem çalışan memnuniyeti hem de uzun vadeli sürdürülebilirlik stratejileri açısından önem arz etmektedir. İşletmelerde yeşil politika ve uygulamaların etkin bir şekilde benimsenmesi, örgütsel adaletin sağlanmasında kritik bir rol üstlenmektedir. Bu durum, çalışan memnuniyeti ile uzun

vadeli sürdürülebilirlik hedeflerine ulaşılmasına katkıda bulunmaktadır. Sonuç olarak, çevresel sürdürülebilirlik, yeşil örgüt iklimi ve yeşil örgütsel davranış konularında farkındalık yaratılması ve işletmelerde çevre dostu davranışların yaygınlaşmasına katkı sağlayacak çalışanlar sunulması açısından önem taşımaktadır.

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