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THE INTERPLAY AMONG GREEN INNOVATIVE WORK BEHAVIOR, PSYCHOLOGICAL SAFETY, GREEN SHARED VISION, AND GREEN MARKET ORIENTATION OF EXPORTING FIRMS

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Abstract

This integrative study unveils and highlights the mechanism in which green innovative working behaviors of export department employees mediate the relationship between green shared vision and green market orientation, which is regulated by the extent of psychological safety. As a multilevel study, the sample captures 107 firms at organizational level and 215 employees at individual level questionnaires. The structural equation modelling by PLS is employed to test the developed hypotheses. The results reveal the importance of the green shared vision for green innovative working behavior and green market orientation, and the boosting effect of psychological safety on the relationship between green innovative working behavior and green market orientation. This study offers an in-depth understanding regarding the vital role of human capital in value creation through disclosing the role of export department employees in these interrelationships with a sustainable lens, which makes a contribution to microfoundational approach in the context of exporting.

Key Words: Green Shared Vision, Green Innovative Work Behavior, Green Market Orientation, Psychological Safety

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YEŞİL YENİLİKÇİ ÇALIŞMA DAVRANIŞI, PSİKOLOJİK GÜVENLİK, YEŞİL PAYLAŞIMLI VİZYON VE İHRACATÇI FİRMALARIN YEŞİL PAZAR YÖNELİMİ ARASINDAKİ ETKİLEŞİM

Öz

Mikro temel yaklaşımdan yararlanan bu bütünleştirici çalışma, ihracat departmanı çalışanlarının yeşil yenilikçi çalışma davranışlarının, psikolojik güvenliğin derecesi tarafından düzenlenen yeşil paylaşımlı vizyon ve yeşil pazar yönelimi arasındaki ilişkiye nasıl aracılık ettiğini ortaya koymaktadır. Çok seviyeli bir çalışma olarak, örneklem, organizasyon düzeyinde 107 firmayı ve bireysel düzeyde 215 çalışanı kapsamaktadır. Geliştirilen hipotezleri test etmek için PLS tarafından yapılan yapısal denklem modellemesi kullanılmıştır. Sonuçlar, yeşil paylaşımlı vizyonun yeşil yenilikçi çalışma davranışı ve yeşil pazar yönelimi için önemini ve psikolojik güvenliğin yeşil yenilikçi çalışma davranışı ile yeşil pazar yönelimi arasındaki ilişki üzerinde artırıcı etkisini ortaya koymaktadır. Bu çalışma, ihracat departmanı çalışanlarının bu karşılıklı ilişkilerdeki hayati rolünü sürdürülebilir bir bakış açısıyla ortaya koyarak, değer yaratmada insan sermayesinin önemli rolünü derinlemesine anlaşılmasını sağlayarak ihracat bağlamında mikro temelli yaklaşıma katkıda bulunmaktadır.

Anahtar Sözcükler: Yeşil Paylaşılan Vizyon, Yeşil Yenilikçi Çalışma Davranışı, Yeşil Pazar Yönelimi, Psikolojik Güvenlik

Introduction

In today's ever-growing globalized business world, traditional understanding of competition has failed to meet the requirements of environmental issues as societal awareness keeps mounting. In the last decade, natural degradation resulted by abrupt globalization and industrialization including global warming, pollution, and other types of toxic materials are augmenting dramatically (Geng et al., 2017). In other words, producing high quality products or services with minimum cost is not adequate to align with the environmental and societal priorities, and achieve competitive advantage (Chen et al., 2015; Vanalle et al., 2017). In this vein, firms are exposed to exert deliberate solutions with the aim of alleviating the detrimental effects of businesses on environment

(Ahmad, 2015). Accordingly, by virtue of engaging sustainability, firms are on the stretch of cultivating a comprehensive understanding of sustainable business in conjunction with ecologically and socially oriented business activities (Lozano et al., 2015). Correspondingly, sustainability is the most important priority for firms to achieve and improve smooth congruence within the marketplace. In essence, societies are in an ongoing transition into a state prioritizing awareness of environmental degradation, which in turn, changes customers' purchase decisions (Longoni et al., 2018). Thus, taking pro-environmental initiatives benefits both sides of the coin as a win-win situation. The current literature underlines the role of organizational members in building a sustainable organizational environment (Robertson and Barling, 2013). Environmental management encompasses augmenting and motivating green behaviors such as energy conservation, recycling, and saving resources (Singh et al., 2014). In application of environmental management practices, employees play a fundamental role in exploring green beneficial ideas in order to support environmental initiatives (Ren and Jackson, 2020).

Especially, international companies such as exporting firms are subject to align with the requirements of sustainable development issues in the aim of adjusting rapidly to the host country environment, which is of great importance to outperform rivals. Despite the intense research efforts on the aforesaid constructs, it is still required to query how green innovative behaviors of employees can shape firm level sustainable business capabilities in such an environment where they can experience green shared vision and psychological safety as a boundary factor. There has been a significant scarcity in the literature that addresses the aforementioned interrelations with a multilevel approach in the context of exporting. In line with this statement, this study points out the interrelations among green innovative work behavior, green

shared vision, psychological safety, and green market orientation by the lens of microfoundational approach. Microfoundational thinking aims to underline how individual constructs are aggregated into macro-level constructs (Barney and Felin, 2013). In this vein, microfoundational approach addresses the origins of macro-level constructs (Barney and Felin, 2013). According to the reasoning by Felin and Foss (2005), in order to fully comprehend any organizational level construct, the role of individuals at lower levels should be scrutinized. In conjunction with this statement, microfoundational approach uncovers how individual level constructs can be a seed of any higher or firm level constructs. Employment of the microfoundational approach provides a window to fully conceive the roots of the organizational level constructs. Moreover, despite the burgeoning interest in sustainability, studies that cover organizational behavior and international business in this context are considerably scarce. Accordingly, this study unveils and highlights the importance of employees' green innovative behaviors that can be one of the boosters of green market orientation of exporting firms, especially, this effect gets stronger through green shared vision and psychological safety.

Theoretical Background

The Relationship between Green Innovative Work Behavior and Green Market Orientation

In general, employee green behaviors reflect the extent of the promotion of environmentally friendly management practices (Dumont et al., 2017). Green behaviors of employees are viewed as one of the core origins for operationalization of organizational green practices. Employees with green behaviors demonstrate great extent of green awareness, green skills, green objectives, and the promotion of organizational green policies (Saeed et al.,

2019). In conjunction with this view, previous literature underlines that employees can cultivate organizational green activities and practices required for fostering environmentally friendly management initiatives. On the other hand, innovative work behavior reflects the employee behavior that includes creating, communicating, and implementation of new ideas (Scott and Bruce, 1994). Through the conceptual integration of environmental management into innovative work behavior, green innovative work behavior highlights the enrichment and promotion of green ideas and their implementation within the organization. Employees demonstrating high levels of environmental knowledge, devotion, and awareness can contribute to the generation and communication of new ideas and sharing them within the organization (Renwick et al., 2013). In addition, employees with high levels of environmental awareness are considered as the forefront agents supporting the organizations' environmental policies (Ren and Jackson, 2020). As employees with green innovative behavior can enhance generation, communication, and implementation of new green ideas which can be applied to new green products and services (Chen and Chang, 2013) and have the potential to boost firms' green market-oriented business practices.

Green market orientation is derived from the concept of market orientation that captures the strategy of an organization in exploring and satisfying what customers demand in terms of products and services (Cheng and Krumwiede, 2012). The ultimate key to overcome the increasing pressure by customers and competitors related to environmental awareness is to develop green market orientation that reinforces to launch of environmentally friendly products and services (Chen et al., 2015). In general, green market orientation is the reflection of the extent that "*the recognition by managers of the importance of environmental issues facing their firms*" (Banerjee et al., 2003: 106). Green

market orientation puts great emphasis on acquisition, dissemination, and implementation of green knowledge throughout the organization. Since employees with green innovative work behavior demonstrate high levels of creation and realization of green new ideas, they can contribute to the green market orientation. As a voluntary behavior, by virtue of green innovative work behaviors (GIWB) employees generate, acquire, and disseminate new green ideas and knowledge that can improve firms' environmentally friendly methods, processes, and procedures. Drawing on these aforementioned statements, it is hypothesized that:

H1: Green Innovative Work Behavior has a positive impact on Green Market Orientation.

The Boosting Effect of Psychological Safety on The Relationship between Green Innovative Work Behavior and Green Market Orientation

As a state of mind, psychological safety reflects the extent that employees in an organization feel safe and protected to freely share and express their ideas without any fear of negative consequences within the organization (Kahn, 1990). Psychological safety has its sources from social interactions. Employees with psychological safety denote high levels of engagement, innovativeness, creativity, and performance (Ahmad et al., 2019; He et al., 2020). Employees lacking this mindset have a tendency to alienate themselves from their job and organization (Liu et al., 2017). Additionally, it is inevitable that creativity and innovativeness of employees get diminished in a working environment where employees are labelled as troublemakers and face any negative consequences when they express their ideas. According to Podsakoff and MacKenzie (1997), employees' positive behaviors are promoted by the organizational climate constitute the critical ingredient for competitive advantage. Building on this,

innovative working behavior is a representation of positive behavior and a reciprocity of favorable treatment and climate (Janssen, 2000). Besides, a favorable working climate can trigger employees to be more creative and innovative. Drawing on this statement, employees working in a psychologically safe environment can show great levels of involvement, creativity, and innovativeness that can amplify firm capabilities including green market orientation. In other words, employees should feel psychologically safe to motivate themselves to learn something new, create new green ideas, implement, and innovate, which constitute the key basis of employee innovative behavior (Janssen, 2000). In this related vein, the aforementioned climate supports innovative work behavior to facilitate an organization to adapt to new markets (Scott and Bruce, 1998). Accordingly, green innovative work behavior demonstrates the great extent of green awareness, green skills, green objectives, and the promotion of organizational green practices and capabilities. Therefore, export department employees working in psychologically safe working environment can engage in higher levels of green innovative behavior, which in turn, can enhance green market orientation.

Building on the aforementioned statements, it can be hypothesized as follows,

H2: Psychological Safety moderates the relationship between Green Innovative Work Behavior and Green Market Orientation.

Besides, green shared vision can foster green market orientation and green innovative work behavior. A shared vision encompasses favorable guidelines and achievable goals for the employees in order to overcome the hurdles in the market. In this vein, a shared vision is composed of common understanding, knowledge, and blueprints so that it can direct the common strategy of the organization by facilitating and implementing convergent goals. By virtue of shared vision, organizational members can get more motivated and amplified

that can enhance the willingness to surpass expectations and engage in positive work behavior (Sosik et al. 1998). In addition, organizations with shared vision can promote employees' confidence and optimism by actively supporting their creativity, innovativeness, and exploring new ideas so that they can put up with uncertainty in the marketplace. In short, a shared vision can foster employees' creativity, generating, and implementing new ideas that can result in augmentation of green innovative work behavior and green market orientation. Furthermore, organizational members feel valuable and meaningful under the climate of shared vision that creates a collective understanding throughout the organization. Therefore, a shared vision induces a common sense of organizational climate as it generates awareness and lowers uncertainty by thoroughly dissemination of knowledge about the organization (Rich et al., 2010).

Employees working in such climates can improve their abilities of problem solving, seeking solution, acquisition of knowledge, and dissemination throughout the organization (Reiter-Palmon and Illies, 2004). As creativity is the fundamental root of innovativeness (Amabile et al., 1996), employees can demonstrate innovative behavior by means of shared vision. Moreover, through shared vision, organizational members can experience communality and coherence to differences within the organization so that they can voice their ideas and knowledge. According to Eldor (2020), shared vision can be one of the critical resources for employees to perceive their working environment with explicit behavioral consequences (Kahn, 1990). Concordantly, shared vision can enhance employees' awareness and disambiguation, especially, by the virtue of information dissemination related to organizational expectations (Sosik and Dinger, 2007). In other words, organizations with shared vision can enable organizational members to explore and extract various knowledge,

technologies, abilities, and further new ideas in order to trigger the level of creativity and innovation that is the crucial component of gaining and sustaining competitive advantage (Tushman and O'Reilly, 1996). In line with these views, green shared vision is the reflection of the extent that an organization priorities environmental awareness and sustainable issues in terms of strategic orientation directing implementation of pro-environmental aspirations (Chen et al., 2014). Furthermore, Afsar et al. (2019) assert that green shared vision can promote employee's pro-environmental behavior. Especially, organizational members can be induced by green shared vision to perceive their green practices and contributions valuable and meaningful by which they can openly and freely share and express their ideas related to pro-environmental business practices (Afsar et al., 2019). In this regard, green shared vision can foster employees' pro-environmental business practices including green innovation, which positively reflects on green market orientation as one of the core ingredients of international business success.

Green market orientation as a strategic tool enables firms to keep track abreast of fundamental shifts in the marketplace. Given the gained prominence, environmental awareness exposes firms to unearth practices to reduce their environmental effects infused in firms' environmental performance by integration into their operational and strategic agendas, through which the green firm image is fostered (Kung et al., 2012). In other words, in the present era of environmental awareness, firms are required to declare the consequences of their strategies that influence the environment" (Walls et al., 2012). In essence, stricter environmental regulations forces firms to reach the alignment of their operational and managerial priorities including marketing operations into their value chain activities so that they can achieve competitive advantage (Chen et al., 2015, Vanalle et al., 2017).

Drawing on the integrated and aforementioned views, it is hypothesized that:

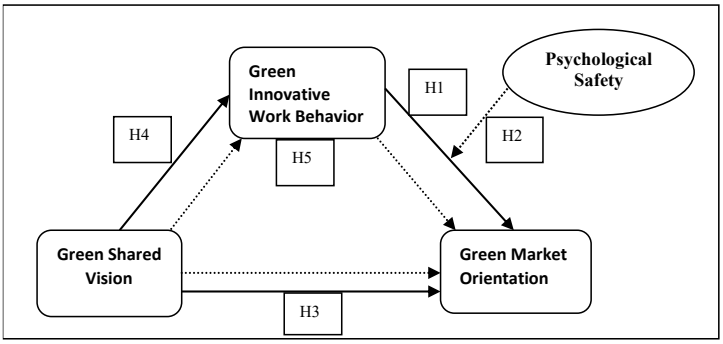
H3: Green shared vision has a positive impact on Green Market Orientation.

H4: Green shared vision has a positive impact on Green Innovative Work Behavior.

H5: Green innovative work behavior mediates the relationship between green shared vision and green market orientation.

In Figure 1, the conceptual model of the study is depicted.

Figure 1: The Conceptual Model



Research Design

Sampling and Data Collection

The data was gathering from the leading exporting firms in Turkey. The core reasoning behind the empirical context is that Turkey as an emerging economy, counts on its export volume (Singh, 2009). In terms of sampling, this study focuses on leading exporting firms in Turkey. Each participated firm was reached through phone calls in order to receive the contact information of the targeted participants which enabled to reach the key informants and understand the willingness of participation. The key informants of this study were export department employees and export managers. In order to reduce the common method bias, export department employees answered the

individual level construct while export managers answered the organizational level constructs (Podsakoff et al., 2003). As a result, 107 firms were useful to include into the analysis which covers 215 questionnaires at individual level and 107 questionnaires at organizational level of analysis.

Initially, the questionnaires were sent by e-mail to the firms that agreed to participate in this research. On-site questionnaire was employed for the firms at close distance, for the rest of the firms, electronic mailing was utilized. In addition, in order to give detailed information about the research to the key participants on the phone and the surveys were conducted face-to-face and mailing. The survey covers two parts that divide individual and organizational level of analysis with a cover letter giving information about the study to the participants in order to increase the response rate. In the cover letter, respondents are guaranteed about the confidentiality of their identity and the data provided. Consequently, from each firm at least two export department employees and one export manager participated to fill the survey. The sample profile is composed of firms operating in food (9 firms), chemicals (26 firms), textile (21), machinery (17 firms), automative (12 firms), medical (13), and steel and iron (9 firms) industries. While the average firm age is 34 years, the average internationalization age is 18 years with an average export ratio of 92%. In terms of firm size, there are 30 small, 43 medium, and 34 large sized firms participated.

Questionnaire Design

Depending on the conceptual model, the constructs are scrutinized quantitatively by the employment of structured questionnaire covering the items of individual and firm level constructs. While "*green innovative work behavior*" is operationalized at individual level, the rest of the constructs

including "*psychological safety*, *green market orientation, and green shared vision*" are assessed at organizational level. All of the constructs were assessed through a 5-likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree) in which respondents express their level of agreement to the given statements.

In order to gauge "*green innovative work behavior";* the six-item scale used was developed by Hu (2009) and modified to evaluate employees' green innovative work behavior. A sample item is "As an employee, I often suggests new ideas to improve environmental sustainability at work". Moreover, since green innovative work behavior was operationalized at individual level, the construct was aggregated to firm level in order to measure the conceptual model. In the aim of capturing the overall level of green innovative work behavior, the average value of the responses was calculated for aggregation. According to Chan (1998), aggregation approach is the key solution when there is no shared compositional construct, and the differences are caused by the individuals not due to the organizational or team membership. In line with this statement, the mean value of the responses is considered as the best choice that can reflect the composition of the construct (Moynihan and Peterson, 2001).

Therefore, the adequacy of aggregation of green innovative work behavior to organizational level was analyzed to validate the appropriateness of aggregation, for which, the values of intraclass correlation coefficient (ICC) were measured through SPSS. ICC reflects the extent that the measurements are adequately reliable to be operationalized at organizational level (Bliese, 2000). The findings show that operationalization of the aggregation is validated as ICC1 and ICC2 were 0.108 and 0.307 respectively which is the indication of some concordance among the individuals about the level of green innovative work

behavior. Moreover, previous literature is in line with the validation of aggregation values (e.g., Biemann et al., 2012; Dediu et a., 2018; Eldor, 2020; Rangus and Cerne, 2019).

Psychological safety was analyzed through the scale of Edmondson (1999) which was later adapted to the organizational level by Baer and Frese (2003). A sample item is "*As an employee in our company one is able to bring up problems and tough issues*".

Green market orientation was analyzed by means of the scale developed by Papadas et al. (2017) which covers the three dimensions of "*strategic, tactical, and internal"* green market orientation. A sample item is "*We participate in environmental business networks".*

Green Shared Vision was measured by the scale developed by Jansen et al. (2008). A sample item is "*there is total agreement on the company's strategic environmental direction*".

Examination of The Measurement Model

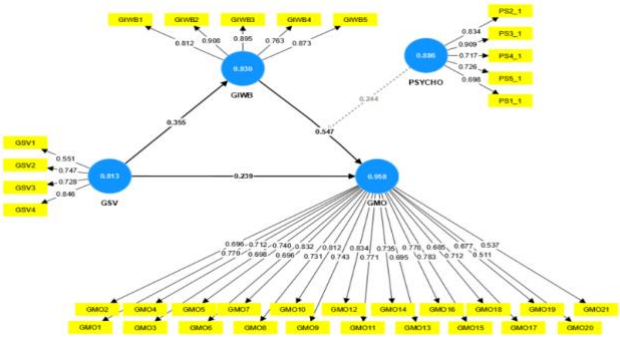
In the aim of reducing or preventing the emergence of common method bias, the different sources of answers were used (Podsakoff et al., 2003). While the organizational level constructs were answered by export managers, the individual level construct was answered by the export department employees. Additionally, Harman's single factor test was conducted to understand whether a single factor would explain less than 50% of the variance, which revealed that this study does not suffer from common method bias (Harman, 1967).

In order to evaluate the measurement model, the two-step analytical approach was utilized through the structural equation modelling and confirmatory factor analysis, which provides the reliability and validity values (Anderson and

Gerbing, 1988). Through the maximum likelihood approach and a covariance matrix, a confirmatory factor analysis was employed in order to evaluate convergent and discriminant validity of the variables. The outcomes of the measurement model examination generated values at acceptable level. In Table 1, the factor loadings of each construct are depicted. As can be seen, the factor loadings that are lower than 0.5 were excluded from the analysis while the rest of the loadings are equal or higher than 0.5 and significant ($p < 0.01$). In this case, one item from green innovative work behavior and psychological safety scale were excluded from the analysis as they were failed to meet the required value. Additionally, the results of reliability (cronbach's alfa), average variance extracted (AVE), and composite reliability (CR) elucidate that this study doesn't suffer from any convergent validity and reliability issues of the scales, as the average variance extracted value (AVE) of all constructs is higher than 0.5, CRs are higher than 0.70, and Cronbach's alfa values are equal or higher than 0.7 (Anderson and Gerbing 1988; Fornell and Larcker, 1981; Hair et al., 2016; Nunnally, 1982). Moreover, the discriminant validity is not a concern for this study since the values of the square root of AVE are higher than the correlations (Fornell and Larcker 1981) which are depicted in Table 2. Furthermore, prior to testing the hypotheses, multicollinearity values were checked in order to continue with the test of the conceptual model. In essence, in order to evaluate the hypothesized relationships in the conceptual model, multicollinearity should be assessed in advance. Otherwise, the interpretation of the results can be unreliable (Ab Hamid et al., 2017: 2). Accordingly, the variance inflation factors (VIF) for each variable were found acceptable since they were lower than 5 (Hair et al., 2016) which reflects that the variables are not highly correlated. Lastly, the Heterotrait-Monotrait (HTMT) ratio was measured among the variables in the conceptual model. The results indicate that HTMT ratios were at acceptable level as they are lower than the threshold point of

0.85 (Henseler et al., 2015), which can be seen in Table 3. Consequently, the results lend support for validity and reliability issues in this study. In addition, the fit statistics show that the model fit values are at an acceptable level (SRMR= 0.071, NFI= 0.708). As the reliability and validity values are ensured, the structural model can be analyzed (see Figure 2).

Figure 2: The Measurement Model: Item Loadings and Composite Reliabilities



(Blue Color: Composite Reliabilities, Yellow Color: Item Loadings)

Table 1: Examination of Construct Reliability and Validity

Variable	Item	Item loading	Cronbach's alfa	CR	AVE
Green Market Orientation	**GMO1**	**0.770**	***0.954***	***0.886***	***0.527***
	GMO2	0.696			
	GMO3	0.698			
	GOM4	0.712			
	GOM5	0.740			
	GOM6	0.696			
	GOM7	0.832			
	GOM8	0.731			
	GOM9	0.743			
	GOM10	0.812			
	GOM11	0.771			
	GMO12	0.834			
	GMO13	0.695			
	GMO14	0.735			
	GMO15	0.783			
	GMO16	0.778			
	GMO17	0.712			
	GMO18	0.685			
	GMO19	0.677			
	GMO20	0.511			
	GMO21	0.537			
Green Innovative Work Behavior	**GIWB1**	**0.812**	***0.905***	***0.930***	***0.726***
	GIWB2	0.808			
	GIWB3	0.895			
	GIWB4	0.863			
	GIWB5	0.873			
Green Shared Vision	**GSV1**	**0.554**	***0.700***	***0.813***	***0.527***
	GSV2	0.747			
	GSV3	0.728			
	GSV4	0.846			
Psychological Safety	**PS1**	**0.698**	***0.844***	***0.886***	***0.610***
	PS2	0.842			
	PS3	0.809			
	PS4	0.717			
	PS5	0.726			

Table 2: Means, Standard Deviations, Correlations, and Square Root of the AVE

Variable	Mean	SD	1	2	3	4
GIWB	4.53	0.397	**0.852**			
GSV	4.23	0.568	0.446	**0.726**		
GMO	4.21	0.589	0.569	0.578	**0.726**	
PS	4.48	0.610	0.360	0.312	0.339	**0.781**

Diagonals represent the square root of the average variance extracted. Researcher's calculations: GIWB: Green Innovative Work Behavior, GSV: Green Shared Vision, GMO: Green Market Orientation PS: Psychological Safety.

Table 3: The Heterotrait-Monotrait Ratio

Variable	GIWB	GMO	GSV	PS
GIWB	---------			
GMO	0.363	----------		
GSV	0.427	0.625	----------	
PS	0.414	0.223	0.308	----------

GIWB: Green Innovative Work Behavior, GSV: Green Shared Vision, GMO: Green Market Orientation, PS: Psychological Safety.

Results of Hypotheses Testing

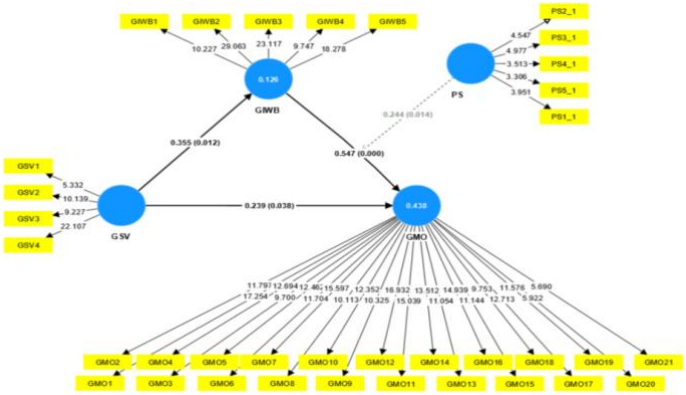
The analysis of the structural model examination provides predictive abilities of the conceptual model and hypothesized relationships. The standardized coefficients (β) (t-statistics) are examined by the bootstrapping analysis of 5000 resamples. The assessment of the predictive values of the conceptual model (R^2) and (Q^2) can be operationalized. While R^2 is the representation of the level of variance for the construct explained by the conceptual model, Q^2 is generated in order to measure the predictive power of the independent variables on dependent variables. In this vein, GIWB R^2= 0.126, GMO R^2= 0.438 that are at acceptable level. In addition, GIWB Q^2= 0.106 and GMO Q^2=0.212; which indicates that all exogenous constructs have satisfactory predictive power over endogenous constructs since the values of Q^2 are higher than "0". In addition to this, as an indication of goodness of fit "*the composite based standardized root mean square residual* (SRMR)" shows the extent that the existing data explains the hypothesized model (Hair et al., 2012: 415; Henseler et al., 2015: 116), which is at acceptable level of goodness of fit (SRMR = 0.074). In order to test the hypothesized relationships, PLS was utilized. As can be seen in Figure 3, the main effects are significant at $p<0.05$, which supports H1, H3, and H4. Additionally, the direct and indirect effects of green shared vision on green market orientation are significant that reflects the partial mediation

effect of green innovative work behavior, therefore, H5 is supported. Moreover, the moderation effect of psychological safety on the relationship between green innovative work behavior and green market orientation is significant (p<0,05 β= 0.244) that supports H2. In this vein, the mediation effect of green innovative work behavior on the relationship between green shared vision and green market orientation is moderated by psychological safety. Lastly, to validate the moderated mediation effect of psychological safety, the software "Process" is utilized as well (Hayes, 2012). As can be seen in Table 4, the interaction term is significant (se=0.727, p<0.01) which confirms that psychological safety moderates the relationship between green innovative work behavior and green market orientation. Therefore, all hypotheses are supported (see Table 5).

Table 4: Moderated Mediation Indices

Outcome: Green Market Orientation	**se**	**p**		
_Green Shared Vision	.1247	0.0205		
_Green Innovative Work Behavior	.2603	0.003		
_Psychological Safety	.3183	0.000		
_Green Innovative Work Behavior X Psychological Safety	.727	0.000		
Index of Moderated Mediation	**Index**	**BootSE**	**BootLLCI**	**BootULCI**
_Green Innovative Work Behavior X Psychological Safety	0.1547	0.0831	0.0401	0.3668

Figure 3: Results of Hypotheses Testing (Coefficients, t values, p values, and R^2)



(Blue Color: R^2, Yellow Color: t values, Arrowed Lines: Coefficients and P values) GIWB: Green Innovative Work Behavior, GSV: Green Shared Vision, GMO: Green Market Orientation, PS: Psychological Safety.

Table 5: The Assessment of Hypothesized Interrelations

Hypotheses	Path	β	P values	Results
H1	GIWB → GMO	0.547	0.000	Supported
H2	PS X GIWB → GMO	0.244	0.014	Supported
H3	GSV →GMO	0.239	0.038	Supported
H4	GSV →GIWB	0.355	0.012	Supported
H5	GSV → GIWB→ GMO	0.198	0.017	Supported (Partial)

GIWB: Green Innovative Work Behavior, GSV: Green Shared Vision, GMO: Green Market Orientation, PS: Psychological Safety.

Conclusion

Today's growing global industrialization fortified the environmental degradation which ignited the awareness of consumers, governments, and companies. The traditional dimensions of doing business including low cost, high quality, or flexibility, are no longer adequate, and mounting environmental issues triggered a fundamental switch in the paradigm of doing business. Thus, firms are exposed to prioritize environmental business approach in order to meet the demand of consumers. As such, growing harsh environmental regulations, and

ongoing environmental awareness of consumers and societies are driving firms to align their resources and capabilities in order to prioritize their green business strategies for the achievement of competitive advantage (Chen et al., 2015; Vanalle et al., 2017). By virtue of green business strategies, firms can overcome the challenges of breakthrough shifts so that they can outperform their rivals and gain competitive advantage.

In this regard, firms that integrate green shared vision into their agendas can reinforce the green awareness of employees which is one of the ultimate origins of perpetual firm sustainability in global markets. As one of the potential strategic pathways, green shared vision can induce organizational members to embrace pro-environmental attitude and behavior. Chen et al. (2015) points out that green shared vision clarifies a strategic goal for the achievement of common pro-environmental goals that are internalized among organizational members. In other words, organizations with shared vision can unite and unify employees under common understanding, insight, and vision. Accordingly, organizations with shared vision can foster employees' pro-environmental behavior (Torugsa et al., 2012). In line with this view, employees tend to show innovativeness and creativity especially under the climate of shared vision (DiLiello and Houghton, 2006). In addition, innovation is another essential component to overcome challenges especially in highly dynamic and volatile business environments (Chowhan et al., 2016). Employees' innovativeness and creativity can make a significant contribution to firm capabilities through which firms can strengthen their market share and enjoy high returns (Kirca, 2012). The contribution of organizational members to firm level constructs such as firm capabilities is the central impetus of microfoundational approach (Foss, 2003; Felin and Foss, 2005; Teece, 2007). Microfoundational approach stresses comprehensively understanding how individuals as organizational members can

be the backbone of organizational level constructs through their behaviors, attitudes, performance, and interactions. By doing so, individual level constructs can be a potential mediator between organizational level constructs (Felin and Foss, 2015). Drawing on these integrated views, organizations with green shared vision can encourage employees to engage in green innovative work behavior, which in turn, can foster green market orientation of firms operating in international markets. By virtue of green innovative work behavior, firms can improve green policies within the organization through burgeoning green awareness, demonstration of green skills, and setting green objectives (Saeed et al., 2019). Moreover, employees with innovative behavior conduce to exploring, dissemination, and realization of new ideas through the organization (Scott and Bruce, 1994). In similar vein, green innovative work behavior reflects the enhancement of high levels of environmental green awareness, knowledge, and devotion to environmental priorities (Renwick et al., 2013). Correspondingly, green innovative work behavior can enhance generation, communication, and implementation of new green ideas applied to new green products and services (Chen and Chang, 2013) that can contribute to cultivating green market orientation. In essence, since organizational members are at the forefront for exploring and implementation of green ideas, they play an active and significant role in furthering the environmental business strategies throughout the organization (Ren and Jackson, 2020). Through green market orientation, firms can explore and exploit environmental capabilities so that they can precede their rivals. In addition, firms engaging in green market orientation can enable the acquisition and dissemination of knowledge required for responding to environmental pressures by environmentally friendly image in the marketplace.

As this study covers specifically exporting firms, employees working in export departments are targeted. The reason lying behind this rationale is that they actively play a role in acquisition, dissemination of critical knowledge about export markets, directly communicate and interact with external environment including customers, suppliers, and employees of other companies. In short, export department employees are responsible from running major export sales operations, therefore, they are considered as the primary source of knowledge about international markets where firms operate (Katsikea et al., 2005; Katsikea and Morgan, 2003; Navarro-García et al., 2016). Export department employees similar to other types of knowledge workers play an indisputable role in opportunity and knowledge exploration, exploitation, and dissemination (Rothaermel and Hess, 2007), which is highly required for green market orientation. Relatedly, the business functions that export department employees run, are the core directors of market orientation, which makes them the forefront critical agents for generation and dissemination of knowledge through networks, identification of potential customers and competitors (Jiménez-Jiménez and Sanz-Valle, 2011). In other words, exporters are deeply contingent on the capability of generating and utilization of knowledge that constitutes the base for green market orientation are acquired and disseminated by export department employees.

As aforementioned, employees' creativity and innovativeness can foster firm capabilities (DiLiello and Houghton, 2006). However, as the nature of innovative work behavior is risky, inexplicable, and uncertain; firms should provide supporting organizational climate that motivates, nurtures, and augments employee creativity and innovativeness (DiLiello and Houghton, 2006; Nybakk et al., 2011). Organizations that provide psychological safety can enhance innovative work behavior since employees are ensured that they can openly

create, share, and express their ideas without fear of risking their work. Under the psychological safety climate, firms can promote positive work behavior. The framework of this study indicates that firms with green shared vision can boost both green innovative work behavior and green market orientation of exporting firms. Additionally, green shared vision fosters green market orientation via green innovative work behavior. Moreover, the effect of GIWB on GMO is intensified under the climate of psychological safety.

Implications

In terms of theoretical implications, this study highlights the indisputable role of export department employees in capability development through the lens of microfoundational approach. By integrating the previous literature on international business, organizational behavior, and microfoundational approach, it is revealed that individual level constructs can mediate the relationship between organizational constructs which is in line with the suggestion of Felin and Foss (2005). Additionally, the overshadowed effect of individual level constructs on organizational level constructs is unveiled which indicates that individual level constructs can be a pivotal ingredient of capability development, especially, under the circumstances of appropriate climate.

From the view of practical implications, the integrative nature of the conceptual framework of this study provides not only to unveil the overshadowed favoring effect of export department employees individually but also to comprehend the process and mechanism that concatenates organizational level factors to employee behavior as individual level factors. All in all, this study shed lights on the significancy of export department employees' green innovative behavior that can enhance green market orientation of exporting firms, especially, this effect gets stronger by green shared vision and psychological safety. By enabling

the appropriate circumstances, exporting firms can improve their unique firm capabilities that ensure success in international markets. In addition, the results imply that export department employees with GIWB can conduce firms to improve their green business practices such as GMO. Therefore, exporting firms should focus on the development of environmental capabilities by ensuring GSV throughout the organization to motivate the GIWB of export department employees. Besides, by virtue of generation of psychological safety, firms can enjoy high levels of GMO as employees with GIWB can promote GMO.

Limitations and Future Directions

The contributions of this study are of importance as it moves the interrelations between green shared vision and green market orientation through an individual oriented focus. Notwithstanding the valuable contributions, this study is not without any limitations resulting in enabling future research directions. One of the limitations is the sample size that can be adequate to draw more accurate results for generalization. Additionally, focusing on solely export department employees in exporting firms may prevent to be representative for other knowledge workers in different contextual factors. In this related vein, future studies can address the same conceptual framework through a more diversified and larger sample size that can strengthen the reliability, validity, and generalizability of the findings. More importantly, green innovative work behaviors of export department employees can show diversification across different industries in terms of high- or low-level technological industries and the extent of the environmental degradation caused by firms from different industries. Relatedly, further research can unveil and compare the different effects of green innovative behaviors of employees in different contextual factors.

According to Potosky and Ramakrishna (2002) individuals' workplace behavior is exposed to be affected by their perception of organizational support. Therefore, it is of great importance to feel safe in order not to be reluctant to generate and share their ideas. As this study revealed the mediator role of innovative behavior, future studies can scrutinize another potential individual level behavior.

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GENİŞLETİLMİŞ ÖZET

Günümüzde büyüyen küresel sanayileşme, tüketicilerin, hükümetlerin ve şirketlerin farkındalığını artıran çevresel bozulmayı güçlendirmiştir (New vd., 2002). Düşük maliyet, yüksek kalite veya esneklik gibi iş yapmanın geleneksel boyutları artık yeterli değildir ve artan çevresel sorunlar iş yapma paradigmasında temel bir değişimi tetiklemiştir. Bu nedenle, firmalar tüketicilerin talebini karşılamak için çevresel iş yaklaşımına öncelik vermek zorunda kalmaktadır ve artan sert çevre düzenlemeleri ve tüketicilerin ve toplumların devam eden çevresel farkındalığı, firmaları rekabet avantajı elde etmek için yeşil iş stratejilerine öncelik vermek amacıyla kaynaklarını ve yeteneklerini uyumlu hale getirmeye yönlendirmektedir (Chen vd., 2015; Vanalle vd., 2017). Buna göre, bu yoğun rekabetçi pazarda üstün performansın anahtarı, yeşil iş fonksiyonlarını ne ölçüde benimsediklerine bağlıdır. Yeşil iş

stratejileri sayesinde firmalar, rakiplerini geride bırakıp rekabet avantajı elde edebilmek için çığır açan değişimlerin ve zorluklarının üstesinden gelebilirler.
Bu bağlamda, yeşil ortak vizyonu gündemlerine entegre eden firmalar, küresel pazarlarda sürekli firma sürdürülebilirliğinin nihai kaynaklarından biri olan çalışanların yeşil farkındalığını güçlendirebilirler. Potansiyel stratejik yollardan biri olarak yeşil ortak vizyon, organizasyon üyelerini çevre dostu tutum ve davranışları benimsemeye teşvik edebilir. Chen vd. (2015), yeşil ortak vizyonun, organizasyon üyeleri arasında içselleştirilen ortak çevre dostu hedeflere ulaşmak için stratejik bir hedefi netleştirdiğini belirtmektedir. Başka bir deyişle, ortak vizyona sahip organizasyonlar, çalışanları ortak anlayış, içgörü ve vizyon altında birleştirebilirler (Rice vd. 1998). Buna göre, ortak vizyona sahip organizasyonlar çalışanların çevre dostu davranışlarını teşvik edebilirler (Torugsa vd., 2012). Bu görüş doğrultusunda, çalışanlar özellikle paylaşılan vizyon iklimi altında yenilikçilik ve yaratıcılık gösterme eğilimindedirler (DiLiello ve Houghton, 2006). Ek olarak, yenilikçilik oldukça dinamik ve değişken iş ortamlarında zorlukların üstesinden gelmek için bir diğer temel bileşendir (Chowhan vd., 2016). Çalışanların yenilikçiliği ve yaratıcılığı, firmaların pazar paylarını güçlendirebilecekleri ve yüksek getirilerden yararlanabilecekleri firma yeteneklerine önemli bir katkıda bulunabilir (Kirca, 2012). Organizasyon üyelerinin firma yetenekleri gibi firma düzeyindeki yapılara katkısı, mikro temelli yaklaşımın temel itici gücüdür (Foss, 2003; Felin ve Foss, 2005; Teece, 2007). Mikro temelli yaklaşım, bireylerin organizasyon üyeleri olarak davranışları, tutumları, performansları ve etkileşimleri yoluyla organizasyon düzeyindeki yapıların omurgasını nasıl oluşturabileceklerini kapsamlı bir şekilde anlamaya vurgu yapar. Bunu yaparak, bireysel düzeydeki yapılar, örgütsel düzeydeki yapılar arasında potansiyel bir arabulucu olabilir (Felin ve Foss, 2015). Bu bütünleşik görüşlerden yola çıkarak, yeşil ortak vizyona sahip örgütler, çalışanlarını yeşil yenilikçi çalışma davranışında bulunmaya teşvik edebilir ve bu da uluslararası pazarlarda faaliyet gösteren firmaların yeşil pazar yönelimini teşvik edebilir. Yeşil yenilikçi çalışma davranışı sayesinde firmalar, gelişen yeşil farkındalık, yeşil becerilerin geliştirilmesi ve yeşil hedefler belirlenmesi yoluyla örgüt içindeki yeşil politikaları iyileştirebilirler (Aboramadan, 2020; Saeed vd., 2019). Dahası, yeşil yenilikçi davranışa sahip çalışanlar, örgüt boyunca yeni fikirlerin keşfedilmesine, yayılmasına ve gerçekleştirilmesine katkıda bulunurlar (Scott ve Bruce, 1994). Bu nedenle, yenilikçi çalışma davranışına sahip çalışanlar rekabet avantajının tetikleyicisi olabilirler (Bos-Nehles ve Veenendaal, 2019). Benzer şekilde, yeşil yenilikçi çalışma davranışı, yüksek düzeyde çevresel yeşil farkındalığın, bilginin ve çevresel önceliklere bağlılığın artırılmasını sağlarlar (Aboramadan, 2020; Renwick vd., 2013). Buna karşılık, yeşil yenilikçi çalışma davranışı, yeni yeşil ürün ve hizmetlere uygulanan yeni yeşil fikirlerin oluşturulmasını, iletişimini ve uygulanmasını artırabilir (Chen ve Chang, 2013) ve

bu da yeşil pazar yönelimini geliştirmeye katkıda bulunabilir. Özünde, örgüt üyeleri yeşil fikirleri keşfetme ve uygulamada ön saflarda olduklarından, örgüt genelinde çevresel iş stratejilerini ilerletmede aktif ve önemli bir rol oynarlar (Ren ve Jackson, 2020). Yeşil pazar yönelimi sayesinde firmalar, rakiplerinin önüne geçebilmek için çevresel yetenekleri keşfedebilir ve kullanabilirler.
Özellikle uluslararası işletme literatüründe, mikro temelli yaklaşımın bütünleştirici yapısı üzerine yapılan araştırmaların yetersizliğini göz önünde bulundurarak, bu çalışma bireysel ve örgütsel düzey yapıları arasındaki çok düzeyli etkileşimi vurgulamaktadır. Ek olarak, bireysel faktörler, yetenek ve firma ihracat performansı açısından firmalar arasındaki farklılıkların veya heterojenliğin nedeni olabilirler. Kısacası, bu çalışma, uygun örgütsel iklim altında ihracat yapan firmaların yetenek geliştirmesinde bireylerin rolünü tam olarak kavramak için yeni bakış açıları sağlamayı amaçlamaktadır. Bu nedenle, bu araştırma, bireysel düzeydeki yapıların örgütsel düzeydeki yapıların arasında nasıl aracılık edebileceğine dair teorik bir anlayışa derinlemesine inmektedir. Son olarak, bu çalışmanın bulguları, çalışanların yeşil davranışlarında yeşil paylaşımlı vizyon ve psikolojik güvenliğin hayati rolünü, onları yeşil yönelimli değerleri içselleştirmeye teşvik ederek doğrulamaktadır. Bu olumlu ve gönüllü davranışlar, ihracat yapan firmaların yeteneklerini doğrudan iyileştirme potansiyeline sahiptir. Bunu yaparak, bu bütünleştirici çalışmanın sonuçları ve mikro temelli görüşü, örgütsel davranış ve uluslararası iş literatürüne katkıda bulunmaktadır.

Pratik çıkarımlar açısından, bu çalışmanın kavramsal çerçevesinin bütünleştirici doğası, yalnızca ihracat departmanı çalışanlarının bireysel etkisini ortaya çıkarmakla kalmayıp, aynı zamanda örgütsel düzeydeki faktörleri çalışan davranışına bireysel düzeydeki faktörler olarak bağlayan süreci ve mekanizmayı anlamak için de olanak sağlamaktadır. Sonuç olarak, bu çalışma, ihracat departmanı çalışanlarının yeşil yenilikçi davranışlarının, özellikle ihracat yapan firmaların yeşil pazar yönelimini artırabilecek önemine ışık tutmaktadır; bu etki, yeşil paylaşılan vizyon ve psikolojik güvenlik ile daha da güçlenmektedir. Böylece, ihracat yapan firmalar uygun koşulları sağlayarak, uluslararası pazarlarda başarıyı garantileyen benzersiz firma yeteneklerini geliştirebilirler.