THE MEDIATING ROLE OF GREEN ORGANIZATIONAL CLIMATE IN THE EFFECT OF SUSTAINABLE LEADERSHIP ON PSYCHOLOGICAL SECURITY PERCEPTION[1]

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Özet

The purpose of this research is to examine the mediating role of green organizational climate in the effect of the sustainable leadership model on the perception of psychological safety. Within the scope of the research, an extensive literature review was made about the psychological security perception, green organizational climate concept and functions of the sustainable leadership model. 416 people working in the health sector constitute the sample of the research. Confirmatory factor analysis was conducted within the framework of the research model. Analyzed with AMOS using structural equation modeling to test mediation. Data was collected through Google Forms. In the analysis of the collected data, it was analyzed with the SPSS 22.0 package program. As a result of the research, it was observed that, according to working experiences, the sustainable leadership model positively affected the mediating role of the green organizational climate in its effect on the perception of psychological security, that the education level of those with associate's degree and bachelor's degree was higher than that of those with master's degree, and in line with this situation, it was observed that the employees' working time with the current manager was short. has been observed. It has been accepted that the concept of sustainable leadership, which is the main subject of the research, has an impact on the perception of psychological security and that the green organizational climate plays a partial mediating role in this regard.

Anahtar Kelimeler: Sustainable Leadership, Perception of Psychological Security, Green Organization Climate

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SÜRDÜRÜLEBİLİR LİDERLİĞİN PSİKOLOJİK GÜVENLİK ALGISINA ETKİSİNDE YEŞİL ÖRGÜT İKLİMİNİN ARACI ROLÜ

Abstract

Bu araştırmanın amacı sürdürülebilir liderlik modelinin psikolojik güvenlik algısına etkisinde yeşil örgüt ikliminin aracı rolünün incelenmesidir. Araştırma kapsamında sürdürülebilir liderlik modelinin psikolojik güvenlik algısı, yeşil örgüt iklimi kavramı, fonksiyonları hakkında geniş çaplı literatür taraması yapılarak anlatımı yapılmıştır. Sağlık sektöründe çalışan 416 kişi araştırmanın örneklemini oluşturmaktadır. Araştırmanın modeli çerçevesinde doğrulayıcı faktör analizi yapılmıştır. Aracılık testi için yapısal eşitlik modellemesi kullanılarak AMOS ile analiz edilmiştir. Google Forms aracılığı ile veriler toplanmıştır. Toplanan verilerin analizinde SPSS 22.0 paket programı ile analiz edilmiştir. Araştırma sonucunda ise çalışma tecrübelerine göre sürdürülebilir liderlik modelinin, psikolojik güvenlik algısına etkisinde yeşil örgüt ikliminin aracı rolünü pozitif oranda etkilediğini, eğitim durumu ön lisans ve lisans olanların yüksek lisans mezunlarına oranda daha yüksek olduğu gözlemlenmiş ve bu durum doğrultusunda çalışanların mevcut yönetici ile çalışma sürelerinin az olduğu gözlemlenmiştir. Araştırmada asıl konu olan sürdürülebilir liderlik anlayışının psikolojik güvenlik algısı üzerinde etkisi olduğu ve yeşil örgüt ikliminin bu konuda kısmi aracılık rol gördüğü kabul edilmiştir.

Keywords: Sürdürülebilir Liderlik, Psikolojik Güvenlik Algısı, Yeşil Örgüt İklimi

1. INTRODUCTION

Since humans are social beings, they have established various communities throughout history and these communities have interacted with each other over time. Over time, they have come together to achieve common goals and have organized themselves to act together to achieve their goals. The Leader leads the organization to achieve its goals in order to bring its members together and ensure their strategic progress in line with their goals and provides the necessary guidance to ensure the sustainability of the organization. There are many definitions regarding the concept of leadership, which has been the subject of various discussions until today. In addition to these definitions, various types of leadership have also emerged. In recent years, the concept of sustainable leadership has gained significant traction as organizations increasingly prioritize environmental and social responsibility. This leadership approach not only emphasizes ethical decision-making and long-term strategic thinking but also seeks to foster a positive organizational climate that supports ecological sustainability. A critical aspect of this climate is its potential to enhance psychological security among employees, a fundamental factor that influences job satisfaction, engagement, and overall organizational performance. This paper aims to explore the mediating role of green organizational climate in the relationship between sustainable leadership and employees' perception of psychological security. By understanding how sustainable leadership practices contribute to a supportive green climate, organizations can create an environment where employees feel secure and valued, ultimately driving both individual and organizational success. Through a comprehensive analysis, this study seeks to highlight the importance of integrating sustainability into leadership practices to cultivate a resilient workforce in today's dynamic business landscape.One of these is the concept of sustainable leadership. Sustainable leadership ensures the continuity of the organization it is in and while acting towards this goal, it also ensures that the organization reaches its goals and the motivation of the organization members to reach their goals in harmony with the environment. Today, many organizations want to establish themselves in the national market and play an active role in their own sector. One of the purposes of establishing organizations is to ensure their sustainability and make a profit. In this context, the morale and motivation of the organization members play an extremely important role in terms of efficiency. The deviation from the direction of the organization's vision and the fact that the organization members who adopt the vision feel psychologically exhausted first in themselves and then in the organization's ability to achieve its goals are negatively affected in terms of performance. As a result of this situation, the loss of trust in the organization leader is inevitable. The organization should be in harmony with its environment in parallel with its vision. The organization members should be made to adopt participatory organization membership and the members should be allowed to take an active role in the functioning of the organization. As a result of this situation, the organization members adopt the organization's climate and see themselves as a part of the organization psychologically. Organizational climate is a concept that has the same meaning as environment and emotion and reflects the emotions and experiences of the organization's employees (Tatar, 2019). Some authors describe the organizational climate as "the air blowing in the organization". Another definition describes it as a positive environment that provides job satisfaction (Yeşil, 2019). Organizational climate is defined as a psychological perception that occurs in employees as a result of the business practices and rules, behaviors and attitudes of business managers, and the interactions of employees with each other (Karalinç, 2020). Humans are psychological beings by nature and always want to feel safe. Although the concepts of psychological safety and trust have common points, the two concepts do not fully correspond to each other. While the concept of psychological safety is experienced at the level of a community in the form of a team or group, the concept of trust is related to the interactions between two people (Soyalın, 2019).

Organization members who cannot adopt the climate of the organization they are in cannot provide the efficiency expected by the organization. Due to this situation, in addition to the person's negative thoughts about the organization, after a certain period of time, they have to leave the organization due to the psychological insecurity anxiety they are in and the thought that they cannot fulfill themselves.

2. LITERATURE REVIEW

2.1. Sustainable Leadership

The concept of sustainability means preserving the current situation or ensuring its continuity (Kılıç 2012). In world history, people have encountered various events and many theories have been put forward on these events. People have played an active role in many events encountered. Precautions have been produced against the events that have occurred and these measures have been implemented by most people. The emergence of the economic crisis that affected the whole world in 2008 and its aftermath has made the importance of the concept of sustainable leadership even more dominant. In the period until the economic crisis that occurred in 2008, many companies made short-term decisions and turned to unsustainable behaviors. (Mccann and Sweet 2014). Sustainability is expressed as the preservation of diversity and productivity as well as continuity (Acar, 2021).

The concept of sustainable leadership is defined as a leadership style that interprets the social, economic and environmental elements of sustainability in the context of the group, organization and society, and encourages the successful mastery of sustainability ideas, and has responsibilities towards individuals, groups and organizations (Šimanskienė and Župerkienė, 2014). Sustainable leaders embody the values and behaviors they promote. They lead by example, demonstrate integrity and inspire others to adopt sustainable practices and values (Burns, et al., 2015). Hargreaves and Fink (2003) defined the concept of sustainable leadership as "a significant force that ensures change or continuity in the long term"; Suriyankietkaew (2015) defined it as "a leadership and management process that aims to create long-term prosperity and enduring value belonging to organizational sustainability".

2.2. Perception of Psychological Security

The fact that humans are psychological beings also brings with it the fact that psychology is as old as human history. If a person can express their own opinions comfortably and feels comfortable in the environment they are in and does not feel any anxiety, we can say that that person feels psychologically safe. The fact that people feel comfortable and safe in the environment they are in also positively affects the productivity of that person towards that environment. The concept of psychological safety is a concept that entered the literature in the 2000s, indicating the level of psychological comfort that organizational employees feel when expressing their opinions that they believe will provide positive benefits for the organization and sharing innovative ideas or opinions (Yener, 2014). The definition of the concept of psychological safety perception is the ability of organizational members to express their own ideas with their own free will and without feeling pressure, without feeling any sense or fear of being humiliated, degraded or isolated. Based on this situation, the concept of psychological safety has been defined as the level of interpersonal anxiety that organizational employees perceive in the areas they work (Edmondson 2003). People lose their productivity and feel insecure because they are error-oriented in places where they do not feel comfortable. Psychological safety refers to the perceptions of individuals about the extent to which risks that may arise in interpersonal relationships in a specific environment such as the work environment and the like are threatening or rewarding (Edmondson, 2019; Wang et al., 2018). According to Feldman (2015), the most general definition of

psychology is the systematic examination of mental processes as well as observable behaviors. In the light of all these concepts, it refers to the emotional state of individuals in order not to feel any threat of exclusion or punishment in the environment they are in.

The positive perception of psychological safety of organizational employees is important in terms of increasing organizational performance (Nergiz, 2015). The happier the organization member is, the more efficiency can be obtained from that person. Ensuring psychological safety in the organization also provides a positive effect by increasing the person's commitment to the organization. The perception of psychological safety that occurs when a person embraces their own security also affects the person's self-confidence. Self-confident people also have positive effects on the environment they are in. In this case, the self-confidence of individuals can motivate the people around them and enable them to be role models. It is an important point that people in the same organization provide psychological support to each other. While the productivity in an environment where people who are psychologically insecure are present is low and it is difficult for them to adapt to their jobs, it is quite easy and simple in terms of both productivity and adaptation in an environment where people who feel psychologically comfortable and secure are present.

2.3. Green Organizational Climate

Green organizational climate is the set of practices that the organization has implemented to support the sustainability of the environment it is in. The policies, procedures and practices that emerge for the green values of the organization are called green organizational climate (Dumont, Shen and Deng, 2016). The concept of "green climate" developed by the organization members in order to maintain and ensure environmental sustainability has a common perception in terms of policies, practices and procedures carried out for green initiatives (Bayram and Öztırak, 2023; Chou, 2014). Some policies, practices and procedures that constitute the green organizational climate need to be supported by organizations and management. These supports are called the common perceptions of the organization employees in terms of sustainability, green organizational climate (Zientara and Zamojska, 2016).

The criteria that determine the green organizational climate within the organizations include environmental policy, management tendency (education, information and policy statements) and some environmental responsibilities (recycling, chemical control and resource management) (Chou, 2014). The establishment of all precautions and practices generally created against the elements that threaten human life not only makes the businesses sensitive to their environment but also gains the trust of people outside, businesses and the segments they address, namely their customers. The impact created by the organization on the environment at these stages is as important for the organization as the work it puts forward. Informing the employees within the organization about the practices applied for green organizational structuring and supporting them by providing the necessary investments are extremely important in order to create a green climate in the organization. In a study conducted by Norton et al. (2014), in which the relationships between corporate sustainability policies, environmentally sensitive personnel behaviors and green organizational climate perceptions were examined, it was determined that green organizational climate has a positive relationship with environmentally friendly personnel behaviors related to the task. In the green organizational climate, job satisfaction is effective in increasing the sense of success and increasing recycling in the workplace, as well as directing daily work towards green practices and activities (Kim et al., 2019; Öztırak, 2023).

Green organizational climate holds a very important place in order to create awareness about the future of all living things in the world. The fact that this climate type, which supports an environmentalist

attitude, operates by taking into account the values of living beings provides sensitivity towards the future of other living things such as humans. Throughout human history, humanity has always been intertwined with nature and has continued its lives in harmony with its environment. Over time, the developing history of humanity has lost its naturalness with technological advances and various damages have begun to be inflicted on nature. In line with this situation, the crises that have occurred in nature over time have revealed the destruction of nature. The seriousness of the situation has been realized and various activities have been implemented towards nature. The most important thing for a sustainable life is to ensure that people are aware of this situation. The concepts of green organization and sustainability, which have almost recently entered the literature, support the future of humanity as well as their living lives. These observations reveal that the green organizational climate is very important for other living things like humans. In order to ensure environmental sustainability in businesses, environmentally sensitive (green) attitudes and behaviors are developed in organizational climates and these behaviors are reflected in practices to support the formation of a green organizational climate (Bayram and Öztırak, 2023; Dumont et al., 2017). One of the important behaviors for organizations to contribute to environmental sustainability is to direct employees in the organization (Ones and Dilchert, 2012). It is stated that the job satisfaction of employees in a green organizational climate increases positively and that their colleagues also support the development of green behaviors (Amrutha and Geetha, 2021; Öztırak and Orak, 2022).

Ensuring the continuity of the green organizational climate and emphasizing its importance, as well as informing people about this issue, is important. Creating a conscious generation in their attitudes towards nature and putting these attitudes into practice and doing the necessary work is a very important issue. When we look at the literature on the concept of green organization climate, there are limited studies because it is a new concept.

3. METHOD

3.1. Problem

The negative effects of the industrial and climate crisis on biological diversity and the increasing environmental problems with the development of industry in today's businesses, as well as the level of the behavior and attitudes of business managers, does the sensitivity of business employees to the green organization concept while performing their duties affect the perception of psychological safety, and in what way does the sustainable leadership model affect the psychological perception of employees?

At the end of this article, it is aimed to reveal the answers to the above question.

3.2. Purpose of the research

In order to minimize the effects of the constantly changing and renewed production-consumption phases to meet human needs with an environmentally friendly approach, it aims to raise awareness of business employees and encourage them, and while doing this, to reveal how effective the sustainable leadership model is in the perception of psychological safety and the green organization climate, and in what way it affects the morale and motivation of employees.

3.3. The importance of the research

The increasing population density of today's constantly changing and developing world, the industrial sector, which has problems in responding to human needs, threatens biological diversity as a result of the damages it causes to nature, and people are trying to build a structure that does not consume while

producing without endangering both nature and their own future, and this is extremely important for creating a livable world. With the support of the works carried out by the green organization climate in favor of the world and all living things by the businesses, it positively affects both the employee's perception of security and the loyalty of the employees working in businesses that act with a sustainable leadership approach to the business and the performance of the employees. In line with this situation, it has an important place in general terms both in terms of the business and the nature-human relationship.

3.4. Universe Sample

The universe of the research consists of 251,734 people working in the health and social services sector operating throughout Turkey. In the study, 416 health and social services workers were reached between 01.12.2023 and 01.02.2023 by using the convenience sampling method (TUIK, 2023).

3.5. Assumptions

It is assumed that the sustainable leadership model has a partial effect on the green organization climate understanding in affecting the psychological security perception of employees, that it will be a precursor to studies to be carried out in this direction, and that it will provide suggestions and examples regarding the perceptions of employees in terms of business management and business-environment.

3.6. Limitations

The limitations of the research are that it is applied only to personnel working in the health sector in Istanbul, the inhibitory factors encountered during the data collection process, and the shortness of the data collection process.

3.7. Data Collection

In order to proceed to the application phase of this study, the ethics committee permission was obtained from the Istanbul Esenyurt University Research and Publication Ethics Committee, number no date ?. Information on the contents of the demographic information form and scales used in the research is given below. The demographic information form section is the section where questions are included to obtain information about the gender, age, education level, working time with the current manager, and working time in the institution of the participants. This section consists of 5 questions.

Sustainable leadership scale The "Sustainable Leadership Scale" was used to determine how the leader's behaviors regarding sustainability are perceived by the employees. The scale was developed by McCann and Holt (2011) and adapted to Turkish by Yangil and Şahin. 15 questions were asked on a 5-point Likert scale with a rating style of 1 (strongly disagree) to 5 (strongly agree).

The psychological safety perception scale was developed by Bülbül, S., İşiaçık, S., & Aytaç, S. (2022) and the answers given for this section were given on a 5-point Likert scale with a rating of 1 (strongly disagree) to 5 (strongly agree).

The green organizational climate scale was developed by Erbaşı, A. (2023) and has a rating of 1 (strongly disagree) to 5 (strongly agree). In this section, 21 questions were asked to our participants and their answers were received. Our survey consisted of a total of 47 questions and responses were received from 416 participants working in the health and social fields. Hypotheses were created in line with the data obtained as a result of the responses given by the participants.

3.8. Research Model and Hypotheses

In this study, it is assumed that the perception of psychological safety has a mediating role in the relationship between sustainable leadership and green organizational climate. In this direction, the following hypotheses are proposed:

H1: There is a statistically significant relationship between sustainable leadership and psychological safety perception.

H2: There is a statistically significant relationship between sustainable leadership and green organizational climate.

H3: There is a statistically significant relationship between green organizational climate and psychological safety perception.

H4: Green organizational climate has a mediating role in the effect of sustainable leadership on psychological safety perception.

The research model regarding the mediating role of green organizational climate in the relationship between sustainable leadership and psychological safety perception of employees in the health sector in Istanbul is shown in Figure 1 below.
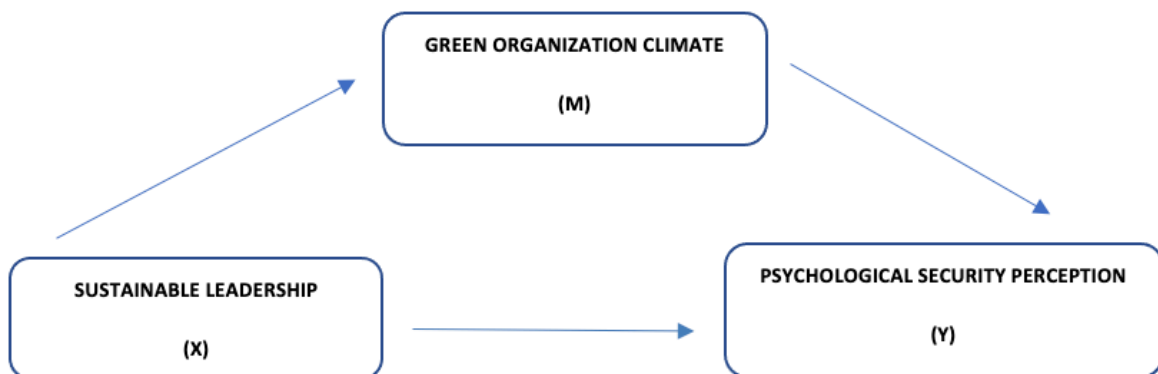

Figure 1. Research Model

4. RESEARCH FINDINGS

4.1. Frequency Analysis of Demographic Characteristics

The frequency and percentage distributions of employees' gender, age, education level, working time with the current manager and working time in the institution are shown and interpreted.

Table 1: Frequency and Percentage Distributions of Employees' Demographic Characteristics

		n	%
Gender	Male	121	29,1
	Female	295	70,9
	Total	416	100,0
Age	18-24 years old	354	85,1
	25 years and older	62	14,9
	Total	416	100,0
Education Level	High School	35	8,4
	Associate Degree	358	86,1
	Undergraduate	7	1,7
	Postgraduate	16	3,8
	Total	416	100,0
Working Time with Current Manager	Less than 2 year	317	76,2
	Between 3-5 years	68	16,3
	6 year and above	31	7,5
	Total	416	100,0
Working Time in the Institution	Less than 1 year	238	57,2
	1 year and above	178	42,8
	Total	416	100,0

While 70.9% of the employees are female, 29.1% are male. 85.1% are in the 18-24 age group, 14.9% are in the 25 and over age group. While 86.1% of the employees who participated in the research have an associate degree, 8.4% are high school graduates, 3.8% have a postgraduate degree, and 1.7% have a bachelor's degree. When the length of time the employees have worked with their current managers is examined, 76.2% have worked with their managers for less than 2 years, 16.3% for 3-5 years, and 7.5% for 6 years or more. When the length of time they have worked in the institution is examined, 57.2% have worked with them for less than 1 year, while 42.8% have worked in their institutions for 1 year or more.

4.2. Descriptive Statistics

This section includes statistical values for the mean and standard deviation of the variables used in the study, as well as kurtosis and skewness values to interpret how close or far the variables are from normality.

Table 2: Descriptive Statistics and Kurtosis and Skewness Values of the Variables Used in the Study

	Mean	Std. Deviation	Kurtosis		Skewness	
			Statistics	Std. Error	Statistics	Std. Error
ESSB	3,67	1,01	-0,399	0,120	-0,410	0,239
DB	3,73	1,06	-0,755	0,120	-0,119	0,239
İKB	3,56	1,03	-0,508	0,120	-0,260	0,239
KİKİB	3,60	1,03	-0,555	0,120	-0,429	0,239
PGA	3,61	0,90	-0,380	0,120	-0,142	0,239
YEİB	3,61	1,00	-0,381	0,120	-0,691	0,239
YSİB	3,58	1,09	-0,497	0,120	-0,564	0,239
YDİB	3,84	0,97	-0,794	0,120	0,328	0,239
YBİB	3,71	0,94	-0,504	0,120	-0,247	0,239
SL	3,63	0,96	-0,545	0,120	-0,227	0,239
YÖİ	3,68	0,90	-0,393	0,120	-0,351	0,239

	Gender	N	Mean	Std. Deviation	T	P
ESSB	Male	121	3,700	0,958	0,364	0,716
	Female	295	3,660	1,036		
DB	Male	121	3,807	0,973	0,898	0,369
	Female	295	3,704	1,099		
İKB	Male	121	3,587	0,984	0,301	0,764
	Female	295	3,553	1,046		
KİKİB	Male	121	3,613	0,986	0,142	0,887
	Female	295	3,597	1,056		
PGA	Male	121	3,700	0,865	1,376	0,170
	Female	295	3,566	0,917		
YEİB	Male	121	3,463	1,054	-1,924	0,055
	Female	295	3,669	0,966		
YSİB	Male	121	3,683	0,992	1,208	0,228
	Female	295	3,540	1,129		
YDİB	Male	121	3,952	0,922	1,477	0,141
	Female	295	3,797	0,992		
YBİB	Male	121	3,656	0,956	-0,722	0,471
	Female	295	3,729	0,931		
SL	Male	121	3,662	0,911	0,415	0,679
	Female	295	3,619	0,975		
YÖİ	Male	121	3,664	0,853	-0,169	0,866
	Female	295	3,680	0,916		

When the mean values of the variables are examined, it is seen that the mean values of all variables are close to 4.00. This result is positive for the perception of psychological safety, green organizational climate perception and the dimensions of green organizational climate, green economic climate, green social climate, green digital climate, green bureaucratic climate perceptions, and the perception of sustainable leadership and the dimensions of sustainable leadership, ethics, social responsibility,

change, innovation, profitability, culture, and interest in human resources. When the skewness and kurtosis values are examined, all variables are lower than ±3. Therefore, all variables are close to normal distribution.

4.3. Difference Analyses

In difference analyses, the significance of the expected differences in the mean scores of the variables related to the research according to the groups of gender, age, education level, working time with the current manager, working time in the institution is tested. Since the analyses used are suitable for normal distribution, Independent Group T test and One-Way Variance (Anova) are used, but since the group variable is n≤30 in the education level variable, the non-parametric Kruskal Wallis H test is used. For intergroup comparison, the Mann Whitney U test is used.

Table 3: Independent Group T Test Results Used to Determine the Differences of Research-Related Variables According to Gender

	Gender	N	Mean	Std. Deviation	T	p
ESSB	Male	121	3,700	0,958	0,364	0,716
	Female	295	3,660	1,036		
DB	Male	121	3,807	0,973	0,898	0,369
	Female	295	3,704	1,099		
İKB	Male	121	3,587	0,984	0,301	0,764
	Female	295	3,553	1,046		
KİKİB	Male	121	3,613	0,986	0,142	0,887
	Female	295	3,597	1,056		
PGA	Male	121	3,700	0,865	1,376	0,170
	Female	295	3,566	0,917		
YEİB	Male	121	3,463	1,054	-1,924	0,055
	Female	295	3,669	0,966		
YSİB	Male	121	3,683	0,992	1,208	0,228
	Female	295	3,540	1,129		
YDİB	Male	121	3,952	0,922	1,477	0,141
	Female	295	3,797	0,992		
YBİB	Male	121	3,656	0,956	-0,722	0,471
	Female	295	3,729	0,931		
SL	Male	121	3,662	0,911	0,415	0,679
	Female	295	3,619	0,975		
YÖİ	Male	121	3,664	0,853	-0,169	0,866
	Female	295	3,680	0,916		

When the Independent Group T Test analysis results were examined, no significant difference was found between the average scores of psychological safety perception, green organizational climate and its dimensions, and sustainable leadership and its dimensions according to gender (p≥0.05).

Table 4: Independent Group T Test Results Used to Determine the Differences of Research-Related Variables According to Age

	Age	N	Mean	Std. Deviation	T	p
ESSB	18-24 years old	354	3,642	1,029	-0,247	0,805
	25 years old and above	50	3,680	0,903		
DB	18-24 years old	354	3,738	1,077	0,855	0,393
	25 years old and above	50	3,600	1,024		
İKB	18-24 years old	354	3,561	1,010	0,916	0,360
	25 years old and above	50	3,420	1,111		
KİKİB	18-24 years old	354	3,583	1,023	-0,057	0,954
	25 years old and above	50	3,592	1,114		
PGA	18-24 years old	354	3,623	0,924	1,702	0,093
	25 years old and above	50	3,437	0,692		
YEİB	18-24 years old	354	3,628	0,991	1,596	0,111
	25 years old and above	50	3,390	0,945		
YSİB	18-24 years old	354	3,562	1,093	0,253	0,800
	25 years old and above	50	3,520	1,052		
YDİB	18-24 years old	354	3,804	0,991	-0,929	0,354
	25 years old and above	50	3,940	0,823		
YBİB	18-24 years old	354	3,698	0,926	0,529	0,597
	25 years old and above	50	3,623	1,016		
SL	18-24 years old	354	3,620	0,951	0,380	0,704
	25 years old and above	50	3,565	0,985		
YÖİ	18-24 years old	354	3,666	0,898	0,542	0,542
	25 years old and above	50	3,592	0,864		

When the Independent Group T Test analysis results were examined, no significant difference was found between the average scores of psychological safety perception, green organizational climate and its dimensions, and sustainable leadership and its dimensions according to gender (p≥0.05).

Table 5: Independent Group T Test Results Used to Determine the Differences of Research-Related Variables According to Working Time in the Organization

	Working Time in the Institution	N	Mean	Std. Deviation	T	p
ESSB	Less than 1 year	238	3,584	1,006	**-2,408**	**0,017**
	1 year and above	154	3,838	1,037		
DB	Less than 1 year	238	3,714	1,075	-1,095	0,274
	1 year and above	154	3,835	1,063		
İKB	Less than 1 year	238	3,526	1,012	-1,686	0,093
	1 year and above	154	3,701	0,991		
KİKİB	Less than 1 year	238	3,533	0,988	**-2,126**	**0,034**
	1 year and above	154	3,756	1,054		
PGA	Less than 1 year	238	3,568	0,953	-1,485	0,139
	1 year and above	154	3,703	0,832		
YEİB	Less than 1 year	238	3,659	0,985	0,826	0,409
	1 year and above	154	3,575	0,991		
YSİB	Less than 1 year	238	3,465	1,116	**-2,773**	**0,006**
	1 year and above	154	3,775	1,030		
YDİB	Less than 1 year	238	3,681	0,998	**-3,393**	**0,001**
	1 year and above	154	4,023	0,937		
YBİB	Less than 1 year	238	3,618	0,964	**-2,239**	**0,026**
	1 year and above	154	3,834	0,883		
SL	Less than 1 year	238	3,578	0,935	**-2,002**	**0,046**
	1 year and above	154	3,774	0,965		
YÖİ	Less than 1 year	238	3,605	0,927	-1,908	0,057
	1 year and above	154	3,782	0,845		

When the Independent Group T-test results were examined, it was determined that the average scores of ethical social responsibility dimension (t=-2.408, p=0.017≤0.05), cultural interest in human resources dimension (t=-2.126, p =0.034≤0.05), green social climate (t=-2.773, p=0.006≤0.01), green digital climate (t=-3.393, p=0.001≤0.01), green bureaucratic climate (t=-2.239, p=0.026≤0.05) and general sustainable leadership variable (t=-2.002, p=0.046≤0.05) differed according to the length of service in the institution as a result of the analysis. These results show that those with 1 year or more experience in their institutions have high levels of ethical social responsibility perceptions, interest in culture and human resources, green social climate, green digital climate, green bureaucratic climate and therefore sustainable leadership perceptions.

Table 6: Kruskal Wallis H Test Results Used to Determine the Differences of Research-Related Variables According to the Duration of Service in the Institution

		N	Mean	Std. Deviation	x2	P	Pairwise Comparison
ESSB	High School	35	3,886	1,152	6,362	0,095	-
	Associate Degree	358	3,659	1,004			
	Undergraduate	7	4,095	0,763			
	Postgraduate	16	3,292	0,902			
	Total	416	3,671	1,013			
DB	High School (1)	35	4,067	0,892	**11,098**	**0,011**	(1-4) (2-4)
	Associate Degree (2)	358	3,728	1,082			
	Undergraduate (3)	7	3,857	0,604			
	Postgraduate (4)	16	3,083	0,890			
	Total	416	3,734	1,064			
İKB	High School (1)	35	3,936	1,068	**11,705**	**0,008**	(1-2) (1-4) (3-4)
	Associate Degree (2)	358	3,542	1,007			
	Undergraduate (3)	7	4,071	0,732			
	Postgraduate (4)	16	3,000	1,218			
	Total	416	3,563	1,027			
KİKİB	High School (1)	35	4,137	0,924	**18,440**	**0,000**	(1-2) (1-4) (2-4)
	Associate Degree (2)	358	3,579	1,023			
	Undergraduate (3)	7	3,857	0,586			
	Postgraduate (4)	16	2,825	1,147			
	Total	416	3,602	1,035			
PGA	High School (1)	35	3,878	0,930	**11,003**	**0,012**	(1-4) (2-4) (3-4)
	Associate Degree (2)	358	3,603	0,902			
	Undergraduate (3)	7	3,796	0,577			
	Postgraduate (4)	16	2,982	0,709			
	Total	416	3,605	0,903			
YEİB	High School (1)	35	4,048	1,056	**25,030**	**0,000**	(1-2) (1-4) (2-4) (3-4)
	Associate Degree (2)	358	3,608	0,968			
	Undergraduate (3)	7	3,881	0,672			
	Postgraduate (4)	16	2,542	0,833			
	Total	416	3,609	0,996			
YSİB	High School (1)	35	3,954	1,153	**10,431**	**0,015**	(1-2) (1-4) (3-4)
	Associate Degree (2)	358	3,547	1,082			
	Undergraduate (3)	7	4,314	0,915			
	Postgraduate (4)	16	3,225	1,009			
	Total	416	3,582	1,092			

YDİB	High School (1)	35	4,271	1,070	**17,131**	**0,001**	(1-2) (1-3) (3-4)
	Associate Degree (2)	358	3,795	0,973			
	Undergraduate (3)	7	3,429	0,313			
	Postgraduate (4)	16	4,156	0,645			
	Total	416	3,843	0,974			
YBİB	High School (1)	35	4,148	0,950	**13,250**	**0,004**	(1-2) (1-3) (1-4)
	Associate Degree (2)	358	3,686	0,934			
	Undergraduate (3)	7	3,500	0,408			
	Postgraduate (4)	16	3,313	0,900			
	Total	416	3,708	0,938			
SL	High School (1)	35	4,019	0,957	**14,492**	**0,002**	(1-2) (1-4) (2-4)
	Associate Degree (2)	358	3,615	0,944			
	Undergraduate (3)	7	3,962	0,660			
	Postgraduate (4)	16	3,017	1,012			
	Total	416	3,632	0,956			
YÖİ	High School (1)	35	4,097	1,025	**15,876**	**0,001**	(1-2) (1-4) (2-4) (3-4)
	Associate Degree (2)	358	3,652	0,885			
	Undergraduate (3)	7	3,789	0,541			
	Postgraduate (4)	16	3,232	0,721			
	Total	416	3,675	0,898			

According to the education level of the employees, the change dimension ($X2 = 11.098$, p= 0.011≤0.05), the innovation profitability dimension ($X2 = 11.705$, p= 0.008≤0.01), the interest in culture human resources ($X2 = 18.440$, p= 0.000≤0.01), the perception of psychological safety ($X2 = 11.003$, p= 0.012≤0.05), the green climate dimension ($X2 = 25.030$, p= 0.000≤0.01), the green social climate dimension ($X2 = 10.431$, p= 0.015≤0.05), the green digital climate dimension ($X2 = 17.131$, p= 0.001≤0.01), the green bureaucratic climate dimension ($X2 = 13.250$, p= 0.004≤0.01) and there is a significant difference between the general green organization climate average scores. Mann Whitney U test was conducted to determine the educational level group for which the difference occurred. High school and associate degree graduates more than graduate degree graduates, high school graduates more than associate degree graduates, and postgraduate graduates more than high school and undergraduate graduates stated that their leaders solve sustainable problems with innovative methods and balance them with profit while achieving sustainable goals. Associate degree and postgraduate graduate employees more than high school graduates, and postgraduate graduates more than associate degree graduates stated that their leaders adopt a sustainable culture by communicating with everyone they lead or will lead. High school and associate degree graduates have higher psychological safety perception than postgraduate graduates, and postgraduate graduate employees have higher green climate perception than undergraduate graduates. High school graduate employees have higher green climate perception than associate degree and graduate graduates. Associate degree graduates have higher perception of green climate than postgraduate graduates and postgraduate graduates have higher perception of green climate than undergraduate graduates. High school graduates have higher perception of green social climate than associate degree graduates and postgraduate graduates have higher perception of green digital climate than undergraduate graduates. High school graduates have higher perception of green bureaucratic climate than associate degree, undergraduate and postgraduate graduates. High school graduates have higher perception of green bureaucratic climate than associate degree, undergraduate

and postgraduate graduates and postgraduate graduates have higher perception of their leaders acting with a sustainable approach than associate degree graduates. High school graduates have higher perception of green organizational climate than associate degree and postgraduate graduates, associate degree graduates have higher perception of green organizational climate than postgraduate graduates and postgraduate graduates have higher perception of green organizational climate than undergraduate graduates.

Table 7: Independent Group T-Test Results Used to Determine the Differences in Research-Related Variables According to Working Time with the Current Manager

		N	Mean	Std. Deviation	F	p	Multipler Comperation	
ESSB	Less than 2 years	317	3,661	1,025	0,930	0,395	-	-
	3-5 years	68	3,794	0,974				
	6 years and above	31	3,505	0,973				
	Total	416	3,671	1,013				
DB	Less than 2 years (1)	317	3,767	1,088	**3,583**	**0,029**	**Scheffe**	**(1-3)**
	3-5 years (2)	68	3,804	0,880				
	6 years and above (3)	31	3,247	1,095				
	Total	416	3,734	1,064				
İKB	Less than 2 years	317	3,560	1,025	**3,682**	**0,026**	**Tamhane**	-
	3-5 years	68	3,761	0,830				
	6 years and above	31	3,161	1,319				
	Total	416	3,563	1,027				
KİKİB	Less than 2 years	317	3,580	1,028	1,956	0,143	-	-
	3-5 years	68	3,800	0,914				
	6 years and above	31	3,394	1,297				
	Total	416	3,602	1,035				
PGA	Less than 2 years	317	3,587	0,928	2,782	0,063	-	-
	3-5 years	68	3,800	0,685				
	6 years and above	31	3,364	1,009				
	Total	416	3,605	0,903				
YEİB	Less than 2 years	317	3,597	1,021	1,503	0,224	-	-
	3-5 years	68	3,760	0,742				
	6 years and above	31	3,398	1,185				
	Total	416	3,609	0,996				
YSİB	Less than 2 years	317	3,532	1,114	2,107	0,123	-	-
	3-5 years	68	3,829	0,849				
	6 years and above	31	3,548	1,280				
	Total	416	3,582	1,092				
YDİB	Less than 2 years	317	3,790	1,000	1,948	0,144	-	-
	3-5 years	68	4,022	0,793				
	6 years and above	31	3,984	1,027				
	Total	416	3,843	0,974				

YBİB	Less than 2 years (1)	317	3,645	0,967	**3,507**	**0,031**	**Scheffe**	**(1-2)**
	3-5 years (2)	68	3,971	0,749				
	6 years and above (3)	31	3,774	0,928				
	Total	416	3,708	0,938				
SL	Less than 2 years (1)	317	3,628	0,958	2,542	0,080	-	-
	3-5 years (2)	68	3,789	0,837				
	6 years and above (3)	31	3,325	1,123				
	Total	416	3,632	0,956				
YÖİ	Less than 2 years (1)	317	3,632	0,915	2,277	0,104	-	-
	3-5 years (2)	68	3,887	0,720				
	6 years and above (3)	31	3,653	1,021				
	Total	416	3,675	0,898				

As a result of one-way variance analysis (ANOVA), there is a statistically significant difference between the mean scores of change dimension (F=3.583, p=0.029 ≤0.05), innovation profitability dimension (F=3.682, p=0.026 ≤0.05), green bureaucratic climate dimension (F=3.507, p=0.031≤0.05) according to the tenure with the current manager. According to the homogeneity Levene test result, Scheffe model is selected as the multiple comparison model for the differences between the groups greater than p=0.05, and Tamhane model is selected for the differences less than p=0.05. Those who have worked with the current manager for 6 years or more indicate that their leaders give more importance to sustainable change compared to those who have worked less than 2 years. It is observed that no difference is obtained between the groups as a result of Tamhane model used to test the difference between innovation profitability mean scores according to the tenure with the current manager. As a result of the Scheffe model used, those who have worked with the current manager for less than 2 years have a higher green bureaucratic perception than those who have worked for 3-5 years.

4.3.1. Confirmatory Factor Analysis with AMOS

4.3.1.1. Confirmatory Factor Analysis of Sustainable Leadership Scale

The factors consisting of the observed variables in the confirmatory factor analysis of the sustainable leadership scale are as follows: Ethical social responsibility dimension (ESSB), change dimension (DB), innovation profitability dimension (İKB) and culture human resources interest dimension (KİKİB) are included in the model. The observed variables are collected under more than one, unconnected factor. There are 3 observed variables in the ethical social responsibility dimension, 3 in the change dimension, 4 in the innovation profitability dimension, and 5 in the culture human resources interest dimension. The model shown in Figure 2 is a second-level multi-factor model.
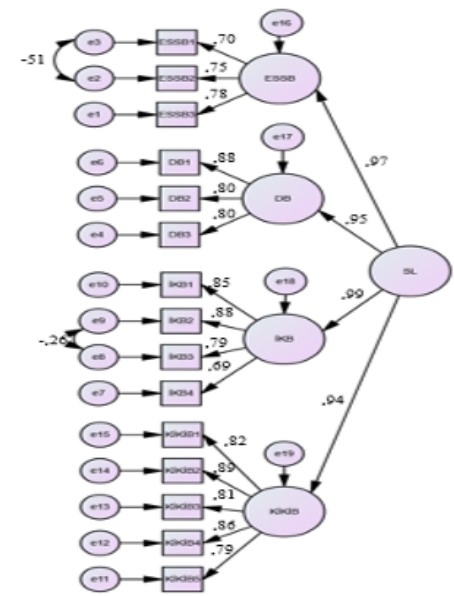
Figure 2. Second Level Multifactor Model for Sustainable Leadership Scale

The second level multifactor model shown in Figure 3 has 15 statements and three factors. The fit results of the confirmatory factor model are shown in Table 8.

Table 8: Sustainable Leadership Scale Fit Index Results

	ΔX^2	sd	ΔX^2/sd	RMSEA	RMR	NFI	CFI	IFI
SL	185,616*	79	2,350	0,057	0,034	0,965	0,980	0,980

* $p \leq 0,01$

Confirmatory factor analysis tests whether the data belonging to the sample fits the original (constructed) factor structure. Confirmatory factor analysis findings are information about the scale ΔX^2 =185.616, sd=79, ΔX^2/sd=2.350, RMSEA=0.057, RMR=0.034, NFI=0.965, CFI=0.980 and IFI=0.980. Within the framework of this information, according to the general model fit (≤3) result, the model shows good fit, according to the results of RMSEA (0.06-0.08), which is the root mean square error of approximation from the comparative fit indexes, the model shows acceptable fit, and according to the results of RMR (≤0.05), which is the residual-based fit index, the model indicates good fit. According to the results of the normed fit index NFI (≥0.95), the incremental fit index IFI (≥0.95) and CFI (≥0.95), which are other comparative fit indexes, the model shows a good fit. According to the confirmatory factor analysis result of the psychological safety perception scale, the resulting model gathers 7 observed variables under a single unrelated factor. The model shown in Figure 3 is a first-level single-factor model.
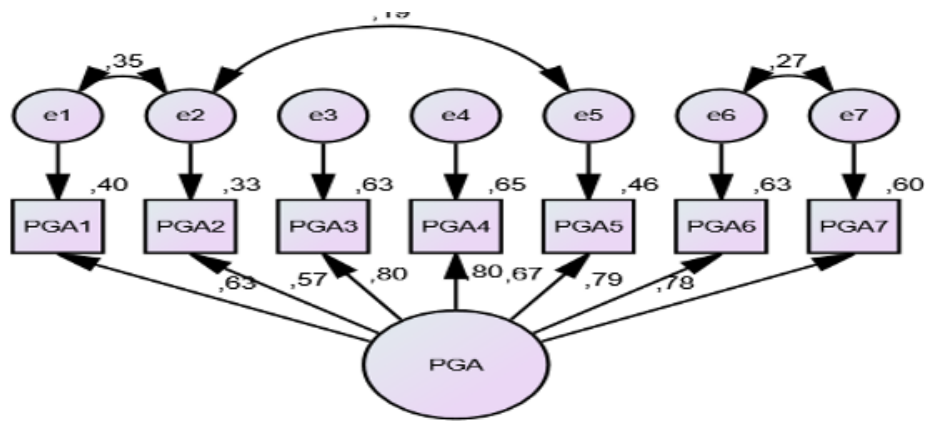
Figure 3. Single Factor Model for the Perception of Psychological Safety Scale

There are 7 statements in the first-level single factor model shown in Figure 3. The fit results of the confirmatory factor model are shown in Table 9.

Table 9: Fit Index Results of the Perception of Psychological Safety Scale

	ΔX^2	sd	ΔX^2/sd	RMSEA	RMR	NFI	CFI	IFI
PGA	32,263*	11	2,933	0,068	0,036	0,979	0,986	0,986

The findings of confirmatory factor analysis are information about the scale ΔX^2 =32.263, sd=11, ΔX^2/sd=2.933, RMSEA=0.068, RMR= 0.036, NFI=0.979, CFI=0.986 and IFI=0.986. Within the scope of this information, according to the general model fit ($\leq$3) result, the model shows good fit, according to the results of RMSEA (0.06-0.08), which is the root mean square error of approximation, which is one of the comparative fit indexes, the model shows acceptable fit and according to the results of RMR ($\leq$0.05), which is the residual-based fit index, it is seen that the model indicates good fit. According to the results of the normed fit index NFI ($\geq$0.95), the incremental fit index IFI ($\geq$0.95) and CFI ($\geq$0.95), which are other comparative fit indexes, the model shows a good fit. According to the confirmatory factor analysis result of the green organizational climate scale, there are 4 dimensions in the second-level multi-factor model. The first dimension is green economic climate (YEİB), the second dimension is green social climate (YSİB), the third dimension is green digital climate (YDİB), and the fourth dimension is green bureaucratic climate (YBİB). It is seen that the first dimension has 6, the second dimension has 5, the third dimension has 4, and the fourth dimension has 6 observed variables gathered under unconnected factors. The model shown in Figure 4 is a second-level multi-factor model.
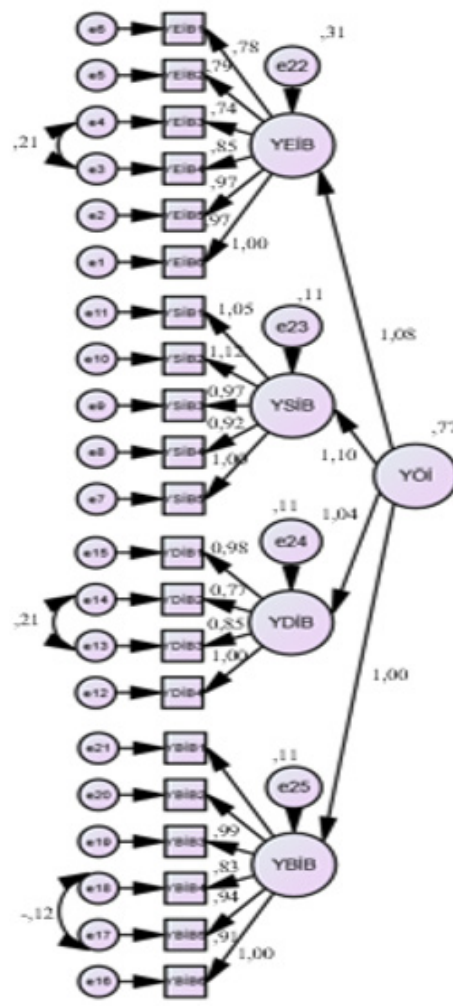
Figure 4. Second Level Multifactor Model of Green Organizational Climate Scale

There are 21 observed statements in the second level four factor model shown in Figure 4. The fit results of the confirmatory factor model are shown in Table 10.

Table 10: Model Fit Indices of Green Organizational Climate Scale

	ΔX^2	sd	ΔX^2/sd	RMSEA	RMR	NFI	CFI	IFI
PGA	435,747*	158	2,758	0,065	0,053	0,936	0,958	0,958

The findings of confirmatory factor analysis are information about the scale ΔX^2 =435.747, sd=158, ΔX^2/sd=2.758, RMSEA=0.065, RMR= 0.053, NFI=0.936, CFI=0.958 and IFI=0.958. Within the scope of this information, according to the general model fit ($\leq$3) result, the model shows a good fit, according to the results of RMSEA (0.06-0.08), which is the root mean square error of approximation from the comparative fit indexes, the model shows an acceptable fit, and according to the results of RMR (0.06-0.08), which is the residual-based fit index, the model indicates an acceptable fit. According to the results of another comparative fit index, the normed fit index NFI (0.90-0.94), the model is among the acceptable fit values, and according to the results of the incremental fit index IFI ($\geq$0.95) and CFI ($\geq$0.95), the model shows a good fit.

4.3.1. Mediation Test with AMOS

Regression analyses are used to prove whether a third variable mediates the relationship between two variables or whether there is an indirect effect. The following three regression analyses should be conducted (Baron and Kenny, 1986 cited in Meydan and Şeşen, 2011).

In the first case, sustainable leadership is taken as the independent variable and psychological safety perception as the dependent variable. Thus, the first condition is investigated.

In the second case, the effect of sustainable leadership on psychological safety perception is investigated. Thus, whether the second condition is met is examined.

In the third case, sustainable leadership and psychological safety perception are taken as independent variables and their effects on the green organizational climate are examined. In this case, if sustainable leadership has an effect on the perception of psychological safety and the effect of sustainable leadership in the first equation has decreased significantly, it can be said that the green organizational climate has a mediating role in the effect of sustainable leadership on the perception of psychological safety. The reason why the structural equation model is preferred instead of regression analysis when investigating the mediating effect is that the structural model provides a stronger infrastructure. While the means of the variables are used in the regression analysis, the structural equation model also includes measurement and residual errors in the calculation.
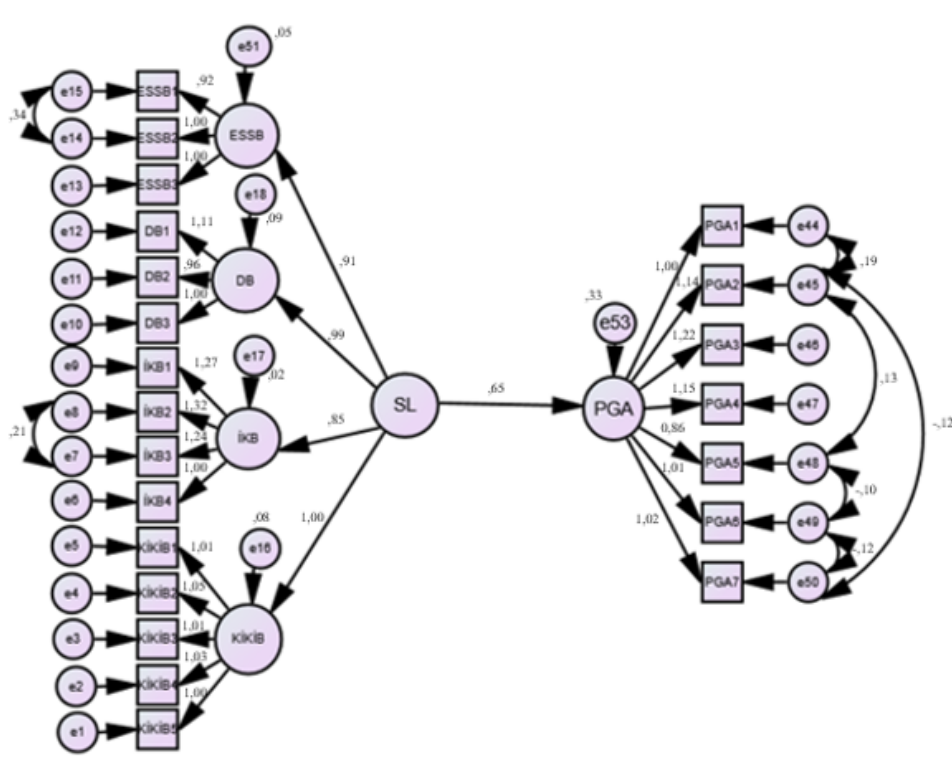

Figure 5. Model Regarding the Effect of Sustainable Leadership Dimension on Psychological Safety Perception Dimension

The fit indices obtained as a result of the model test show that the model is within the limits of good fit and acceptable fit (ΔX^2 = 448.869, sd=179, ΔX^2/sd=2.508, RMSEA=0.060, RMR=0.059 GFI=0.914, CFI=0.964 and IFI=0.964). The standardized beta value of the paths leading to the perception of psychological safety of the sustainable leadership variable was determined as 0.722, the standard error value as 0.053 and the significance value as 0.000. According to the findings, sustainable leadership has a significant effect on the perception of psychological safety. Therefore, the first condition is met. In the second model shown in Figure 7 below, the sustainable leadership variable is taken as independent, the psychological safety perception variable as dependent and the green organizational climate variable as the mediator variable. Thus, the existence of the second and third effects stated by Baron and Kenny (1986) is investigated.
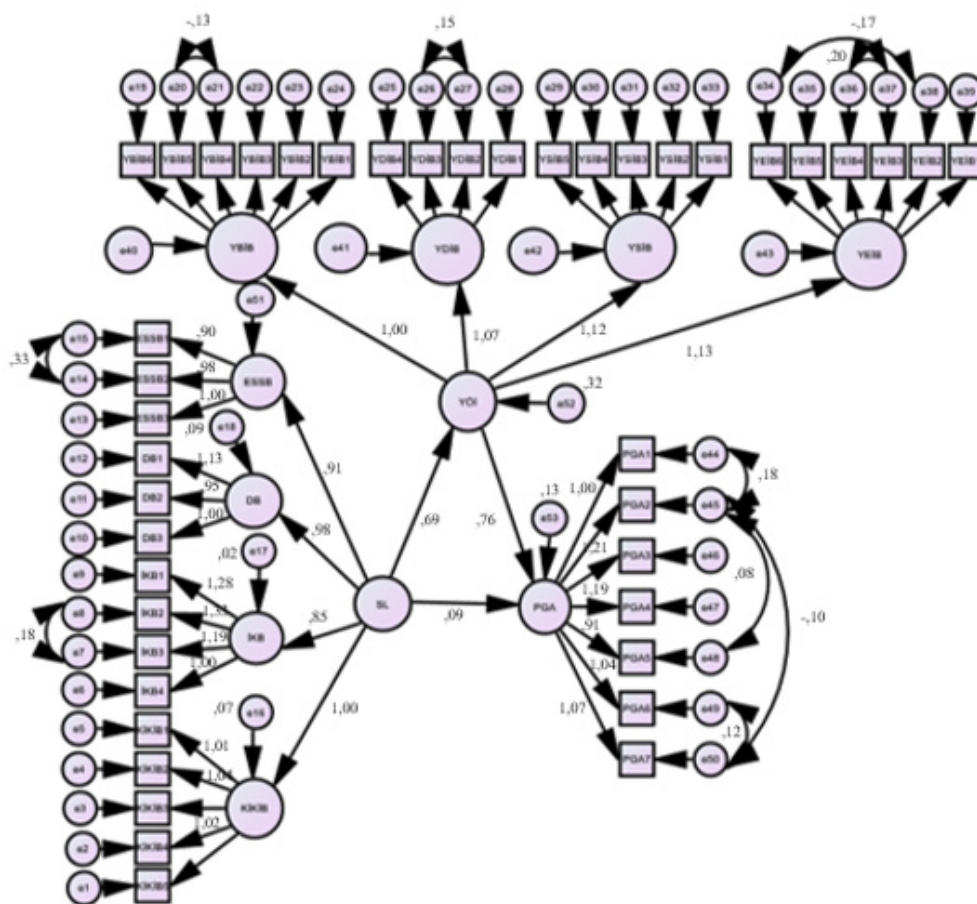
Figure 6. Model Regarding the Mediating Role of Green Organizational Climate in the Effect of Sustainable Leadership Dimension on Perception of Psychological Safety

The fit indices obtained as a result of the mediation test of the model shown in Figure 6 indicate that it is within the limits of good fit and acceptable fit (ΔX^2 = 313.769, sd=236, ΔX^2/sd=1.330, RMSEA=0.033, GFI=0.921, CFI=0.982 and IFI=0.983). The standardized beta, standard error and significance values of the paths specified in the model are shown in Table 13.

Table 11: Path Coefficients of the Model Regarding the Mediating Role of Green Organizational Climate in the Effect of Sustainable Leadership Dimension on Perception of Psychological Safety

			Standardize β	Standard error	p
SL	→	PGA	0,103	0,043	0,038
SL	→	YÖİ	0,754	0,042	0,000
YÖİ	→	PGA	0,816	0,071	0,000

According to the findings, the sustainable leadership dimension significantly affects the green organizational climate dimension, and the sustainable leadership dimension significantly affects the psychological safety perception dimension. In addition to all these, the effect of the sustainable leadership variable on the perception of psychological safety decreased with the inclusion of the green organizational climate dimension in the model. Accordingly, there is a partial mediation effect of the green organizational climate in the effect of the sustainable leadership dimension on the perception of psychological safety. The last step to be taken at this point is to test whether the change in the effect of sustainable leadership on the perception of psychological safety is significant. Because if this decrease is not significant, partial mediation of ethical climate cannot be mentioned. In order to test this, it is necessary to perform the Sobel test (Sobel, 1982). The Sobel test tests the significance of the change in the regression coefficient by taking into account the regression weights of the variables in the model and the standard errors of the relationships between the variables. According to the Sobel test result, the change in the effect of sustainable leadership on the perception of psychological safety is significant ($z=3.797$, $p=0.000 \le 0.01$). Therefore, the green organizational climate has a partial mediating role in the effect of sustainable leadership on the perception of psychological safety. As a result, employees will feel psychologically safe under the guidance of a sustainable leader, and in this process, employees' environmental behaviors will be partially affected positively.

RESULTS

The aim of the study is to determine the mediating role of green organizational climate in the effect of sustainable leadership on psychological safety perception. To achieve this goal, a survey consisting of personal information form, sustainable leadership, psychological safety perception and green organizational climate scales was conducted on 416 healthcare workers in Istanbul. The data obtained from the survey were analyzed in SPSS and SPSS Amos programs and the hypotheses were tested. When the basis of the study was examined, it was determined that there was a positive relationship between the sustainable leadership model and psychological safety perception in the light of the data obtained. The hypothesis of "Sustainable leadership has an effect on psychological safety perception" was accepted. The sustainable leadership model significantly affects psychological safety, and psychological safety has a significant effect on sustainable performance (Iqbal, Ahmad, & Nasim, 2020). Managers who adopt the sustainable leadership model are in closer communication with their employees. Managers who make their employees feel important and motivate them will also increase their employees' commitment to the company. By creating job satisfaction, the performance of the employees will increase and their productivity in the department will increase (Yılmaz, 2023). The sustainable leadership model directly affects the morale and motivation of employees. It is seen that an employee who feels psychologically important has a direct impact on his/her productivity. In line with this situation, this research conducted in 2023 supports our hypothesis.

DISCUSSION

As a result of the research, it has been determined that the sustainable leadership model has a significant effect on the green organizational climate. The hypothesis of ''Sustainable leadership has an effect on the green organizational climate.'' has been accepted. There are environmental problems such as climate change, pollution and resource depletion, which are the most urgent problems that sustainable leaders need to address (Author, 2023). Since the sustainable leadership model is a model with an environmental perspective, it interacts with the green organizational climate. Leaders have the ability to influence individuals in society. With this feature, it also plays a role in individuals being sensitive to the environment. Sustainable leaders have an inclusive effect on the perception of the green organizational climate. As can be seen, there is a parallelism between the results we obtained and the studies conducted in this field.

In our study, the effect of the green organizational climate on the perception of psychological safety was examined and the hypothesis of ''H3: Green organizational climate has an effect on the perception of psychological safety.'' has been accepted ($z=3.797$, $p=0.000 \leq 0.01$). It has been determined that the green organizational climate has a positive and significant effect on the perception of psychological safety. Tortumlu and Taş (2019) found that organizational climate positively affects employee performance. Employees try to adapt to the climate in their environment. Providing the necessary training and encouragement to adopt the green organizational climate to employees causes them to look at both the environment and the future with confidence. By providing a green organizational climate, employees feel psychologically safe and the image of the business with an environmental perspective is positively affected (Yaşar, 2023). In the light of our research, the sustainable leadership model has a mediating role in the perception of psychological safety of the green organizational climate. The hypothesis "H4: Green organizational climate has a mediating role in the effect of sustainable leadership on the perception of psychological safety" is accepted. Considering the ecological and biological effects of our study, it is an extremely important and sensitive issue.

CONCLUSION

Considering the high competition, green human resources are needed in the healthcare sector, which has critical processes in terms of time management and crisis, in order to act with environmental awareness due to the sudden development of events.

- As a result of this situation, practices such as DISC personality tests should be applied in the recruitment processes and attention should be paid to personnel selection.

- Empowering personnel and developing the sense of responsibility of personnel are important in terms of positively affecting the perception of psychological safety and ensuring the satisfaction of patients in the healthcare sector.

- Considering that this study has an important place both in terms of businesses, the psychological safety of employees and the environment, it is recommended that it is not limited to the healthcare field but is generally applied in every sector and province.

- It is recommended that businesses that are active in every sector create awareness by organizing events in this direction for their employees.

- It is recommended that businesses interact with non-governmental organizations and organize periodic trainings and seminars to raise awareness of employees on the subject.

- This study, which we conducted with employees operating in the healthcare sector in Istanbul, has proven that the mediating role of the green organizational climate on the perception of psychological safety of sustainable leadership is positive and will constitute a resource for future studies on sustainable leadership

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