



## *Green Shared Vision Scale: A Turkish Validity and Reliability Study\**

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### Abstract

The purpose of this study is to adapt the Green Shared Vision Scale, originally developed by Jansen et al. (2008) and later used in the context of green management by Chen et al. (2014), into Turkish and to examine its validity and reliability. The study was conducted using the survey model, one of the quantitative research designs. In the scale adaptation process, linguistic and conceptual validity was ensured using the forward-backward translation method proposed by Brislin (1970). Construct validity was tested through exploratory and confirmatory factor analyses, while criterion-related validity was evaluated through correlation analyses with the variables of psychological ownership and turnover intention. For reliability analyses, Cronbach's Alpha and split-half reliability coefficients were calculated. The data were collected from 399 white-collar employees working in 3 manufacturing companies from the private sector in the organized industrial zone in Osmaniye, Türkiye. The exploratory factor analysis showed that the single-factor structure of the scale explained 75.62% of the total variance, while the confirmatory factor analysis demonstrated a good model fit ( $\chi^2/df=1.216$ ; CFI=0.992; RMSEA=0.023). The reliability coefficient of the scale ( $\alpha=0.890$ ) indicated high internal consistency. In conclusion, the Turkish adaptation of the Green Shared Vision Scale was found to be a valid and reliable measurement tool.

**Keywords:** green shared vision, scale adaptation, validity, reliability, psychological ownership, turnover intention

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## *Yeşil Ortak Vizyon (Green Shared Vision) Ölçeği: Türkçe Geçerlik ve Güvenirlik Çalışması*

### **Öz**

Bu araştırmanın amacı, Jansen ve arkadaşları (2008) tarafından geliştirilen ve Chen ve diğerleri (2014) tarafından yeşil yönetim bağlamında kullanılan Yeşil Ortak Vizyon (Green Shared Vision) Ölçeği'nin Türkçeye uyarlanarak geçerlilik ve güvenilirlik analizlerinin yapılmasıdır. Araştırma nicel araştırma desenlerinden tarama modeli çerçevesinde yürütülmüştür. Ölçek uyarlama sürecinde Brislin (1970) tarafından önerilen ileri-geri çeviri yöntemi temel alınarak dilsel ve kavramsal geçerlik sağlanmıştır. Ölçeğin yapı geçerliği açımlayıcı ve doğrulayıcı faktör analiziyle test edilmiş, ölçüt bağıntılı geçerlik kapsamında psikolojik sahiplenme ve işten ayrılma niyeti değişkenleriyle korelasyon analizleri yapılmıştır. Ayrıca güvenilirlik analizlerinde Cronbach's Alpha ve iki yarı güvenilirlik katsayıları kullanılmıştır. Çalışma kapsamında Osmaniye ilindeki organize sanayi bölgesinde 3 ayrı üretim işletmesinde görev yapan 399 beyaz yaka çalışandan elde edilen veriler analiz edilmiştir. Açımlayıcı faktör analizinde ölçeğin tek faktörlü yapısı varyansın %75,62'sini açıklarken; doğrulayıcı faktör analizinde modelin uyum indeksleri ( $\chi^2/sd=1,216$ ; CFI=0.992; RMSEA=0.023) oldukça iyi düzeyde bulunmuştur. Ölçeğin güvenilirlik katsayısı ( $\alpha=0.890$ ) yüksek düzeyde tutarlılık göstermiştir. Sonuç olarak, Türkçeye uyarlanan Yeşil Ortak Vizyon Ölçeği'nin geçerli ve güvenilir bir ölçüm aracı olduğu ortaya konmuştur.

**Anahtar Kelimeler:** yeşil ortak vizyon, ölçek uyarlama, geçerlik, güvenilirlik, psikolojik sahiplenme, işten ayrılma niyeti



## 1. INTRODUCTION

Today, environmental sustainability is a strategic priority not only for public authorities and civil society organizations but also for private sector institutions. Global environmental threats such as long-term changes in global climate patterns, accelerated exhaustion of ecological reserves and increasing levels of environmental contamination and biodiversity loss are pushing businesses to adopt more environmentally friendly policies and practices (Ababneh, 2021; Saeed et al., 2019). In the face of increasing societal expectations and regulatory requirements, businesses are expected to internalize the principles of environmental sustainability not only through technical infrastructure but also through employee behaviors and corporate culture (Pham et al., 2019).

At this point, the success of organizations in sustainability strategies critically depends on the meaningful and directive nature of employees' engagement with environmental goals. The tendency of employees to engage in eco-friendly behaviors often requires a strategic orientation collectively adopted within the organization, beyond individual beliefs and values—a shared vision (Zhao and Zhou, 2021). Shared vision enables employees to act in alignment with organizational goals while also actively contributing to strategic thinking and decision-making processes (Senge, 1990; Larwood et al., 1995). In this context, the concept of Green Shared Vision (GSV) is defined as a strategic orientation that emphasizes the internalization of organizational goals centered on environmental sustainability by all employees and encourages behavior aligned with these goals (Chen et al., 2014).

GSV encourages individuals in the organization to act in line with environmental goals and supports the articulation and dissemination of sustainability objectives. It helps embed eco-friendly practices into organizational culture and motivates employees to behave in environmentally responsible ways. Studies have linked GSV to outcomes such as green innovation, voluntary green behavior, and eco-conscious citizenship at work (Tang et al., 2018; Norton et al., 2015).

However, the success of organizational sustainability efforts depends not only on strategic planning but also on the extent to which such plans are interpreted and embraced by all members of the organization. The presence of a GSV facilitates the formation of a shared environmental consciousness and corporate awareness among employees, thereby enhancing both the adoption and continuity of sustainability practices (Afum et al., 2020). Accordingly, a GSV serves as a key mechanism for both communicating the environmental orientation of senior leadership and ensuring that organizational strategies are coherently aligned with environmental objectives at all levels.

In light of these developments, the recognition of environmental sustainability as not merely an external responsibility but also a long-term strategic advantage in dynamic competitive environments has brought concepts such as green leadership, green human resource management, and green organizational culture to the forefront of management literature



(Choong et al., 2019). In this context, GSV contributes to the development of a collective, shared intellectual framework for sustainable value creation within the organization. GSV not only ensures the internalization of environmentally conscious policies but also forms the foundation for positive employee-level attitudes and behaviors such as organizational commitment, psychological ownership, and voluntary green behaviors.

Nevertheless, for a shared vision to be effective, employees must clearly understand this vision, interpret the organization's environmental goals at the individual level, and identify with these goals. If the vision remains merely a textual statement created by top management, it will hinder the GSV from producing the desired behavioral outcomes at the organizational level. Therefore, measuring how GSV is perceived within the organization is crucial for evaluating managerial practices and analyzing sustainability performance in terms of employee behaviors.

The strategic importance of the GSV concept in the context of organizational sustainability has received increasing attention in recent literature, and various measurement tools have been developed to define its dimensions. However, the lack of a validated and reliable measurement tool for GSV in Turkish literature limits research in this field. In this context, this study seeks to translate the GSV scale into Turkish and assess its psychometric properties, thereby offering a valuable contribution to academic research in Türkiye. This will provide a scientifically grounded instrument to assess how environmental sustainability practices are perceived at the employee level in organizations in Türkiye.

In the context of Türkiye, where sustainability practices in the private sector are still in the process of institutionalization, measuring the degree to which employees internalize environmental goals is vital. The GSV construct provides a theoretical lens for understanding how strategic environmental orientation is communicated and adopted at the employee level. GSV facilitates alignment between top management's sustainability vision and individual behavior, which is particularly critical in emerging economies where cultural adaptation to green strategies is ongoing (Chen et al., 2014; Afsar et al., 2020; Latif et al., 2022). Therefore, the selection of the GSV scale in this study is grounded not only in its strong theoretical foundation but also in its practical relevance to assessing organizational readiness for sustainability transformation in the Turkish context.

In conclusion, the adaptation of the GSV scale into Turkish within the scope of this study not only contributes a measurement tool but also holds both theoretical and practical value. This scale will enable an analysis of how sustainability practices are perceived by employees and how shared environmental vision is reflected at the organizational level in private sector enterprises operating in Türkiye. Moreover, the findings obtained through this scale can be directly used not only for academic analysis but also in practical management processes such as strategic decision-making, the implementation of sustainability policies at the employee level, and the structuring of green human resource practices. Additionally, this study aims to lay the groundwork for future high-quality research by making a methodological contribution



to organizational behavior studies focused on green management and environmental sustainability in Turkish literature through a validated measurement tool.

## 2. LITERATURE REVIEW

With the global rise in environmental awareness, the concept of environmental protection has increasingly integrated with green management practices in the business management literature. This integration requires businesses to adopt environmentally friendly sustainable development as a strategic priority, beyond merely pursuing economic goals. Chen et al. (2014) emphasize that in order for organizations to achieve such objectives, they need to develop a GSV based on explicit and collective strategic orientations that encompass environmental protection goals. In this regard, the concept of shared vision stands out as a structure that directs employees in line with common organizational goals and values, contributing to the generation of shared meaning (Tsai and Ghoshal, 1998).

Shared vision enables employees to act in alignment with organizational goals while also actively contributing to strategic thinking and decision-making processes (Larwood et al., 1995). It helps individuals understand what needs to be considered and changed, thus fostering the effective use of their cognitive capacities. This cognitive capacity includes key strategic behaviors such as questioning assumptions, thinking outside the box, and proactively perceiving environmental risks (Eldor, 2020). Therefore, shared vision provides a framework that transforms individual awareness into a collective strategic stance. Furthermore, organizations are encouraged to develop a common platform for environmental protection strategies in their future policy-making processes. Previous studies have shown that shared vision enhances environmental awareness among employees and provides clarity regarding strategic direction. Vogus and Sutcliffe (2012) state that shared vision allows employees to evaluate their work from a more holistic perspective, while Alt et al. (2015) assert that it enables employees to more openly share their ideas related to environmental improvements.

The impact of shared vision is not limited to the individual level; it also drives comprehensive transformation at the organizational level. This transformation is of strategic importance in shaping collective orientations for the future of the organization. According to Boyatzis et al. (2015), a vision serves as a powerful motivational tool that facilitates the transition from an organization's current situation to its aspired future goals. A collective vision provides a unified orientation around the organization's mission and core values (Afsar et al., 2020), reinforcing organizational cohesion and goal alignment. Moreover, clearly and integratively defining this vision is not only a strategic guiding tool but also a critical element in gaining competitive advantage (Giordan, 1995).

At this point, the need to redefine the concept of vision from a green sustainability perspective has emerged. GSV, which goes beyond traditional vision approaches, not only includes environmental goals but also reflects the organizational commitment and strategic approach required to achieve these goals. Chen et al. (2014) define GSV as a set of simple and collective



environmental strategies internalized by organizational members aimed at achieving environmental objectives. Additionally, this vision is considered a symbolic indicator of the internal environmental leadership understanding within the organization (Chen et al., 2014; Latif et al., 2022; Fang et al., 2021). Thus, GSV serves not only as a guide for developing environmentally compatible strategies but also as a cornerstone of leadership and cultural transformation.

GSV is a strategic tool that strongly conveys to employees the prioritization of pro-environmental behaviors at the corporate level. When leaders reflect this vision in corporate policies and practices, sustainability is perceived by employees not as an abstract ideal but as a tangible priority (Latif et al., 2022). In this way, the vision integrates the value-based approach of leadership into the corporate agenda. This reinforces a sense of collective purpose and enhances employee motivation to participate in eco-friendly initiatives (Kim et al., 2025). Bass (1990) notes that GSV offers guiding principles and ideals for organizational members, thereby enabling more effective responses to environmental challenges. Consequently, GSV transforms individual environmental awareness into collective action, laying the foundation for behavioral alignment with sustainability.

Fang et al. (2021) and Chen et al. (2014) indicate that due to employees' high levels of environmental interaction, they develop consistent and internalized perceptions of GSV. These perceptions facilitate the dissemination of the vision across the organization and the behavioral representation of sustainability principles. GSV not only encourages employees to adopt green behaviors but also aligns these behaviors with the organization's long-term sustainability objectives (Chang et al., 2019). Afsar et al. (2020) highlight the instrumental role of this vision in addressing environmental challenges, while Kalyar et al. (2021) point out that it offers meaningful developmental opportunities for employees and supports organizational commitment and individual motivation. Accordingly, GSV is considered a holistic tool in terms of both strategic direction and psychological meaning-making.

Chang (2020) and Felin et al. (2015) emphasize that employees are key actors in the implementation of vision and that the vision becomes meaningful within the organizational context only through active employee participation. This perspective highlights the necessity for vision to go beyond a managerial statement and permeate employee behavior and decision-making processes. Torugsa et al. (2012) highlight that merely defining a shared vision is not sufficient; it must also be integrated into employees' daily work processes. Otherwise, the vision may lose its power to initiate the desired environmental transformation at the organizational level.

GSV functions as a mechanism that aligns employees' individual beliefs and values with institutional sustainability goals, thereby strengthening organizational integration. Afsar and Umrani (2020) state that the sincere commitment of management to a green vision is a determining factor in employees exhibiting green behaviors independently of formal reward systems. This finding implies that the vision should resonate within the organization not merely



as managerial rhetoric but as a behavioral model. Alt et al. (2015) suggest that GSV provides guidance in numerous areas, from developing sustainable development plans to structuring visionary future strategies, while Latif et al. (2022) note that it contributes to the internalization of green leadership practices. Therefore, GSV is not only a directional tool but also a strategic framework for organizational value creation.

Kim et al. (2023) emphasize that aligning employee skills with environmental goals in a strategic manner is critical for generating meaningful environmental contributions. This indicates that sustainability vision must be supported not only at the managerial level but also operationally through employee competencies. Structural and motivational support provided by management in this regard strengthens employees' intrinsic motivation to achieve sustainable performance targets. Anwar et al. (2020) and Yang and Weber (2019) argue that GSV guides the formation of sustainability norms within organizations and that eco-friendly behaviors set examples among employees. Chang (2020) and Vu et al. (2020) suggest that green behaviors are not only a product of environmental responsibility but also a reflection of a conscious effort to reconstruct the human-nature balance at the organizational level. In this context, GSV aligns employee behaviors with ecological principles, giving institutional direction to environmental sustainability.

In conclusion, the literature widely emphasizes that a clearly and inclusively developed GSV at the organizational level positively affects employees' environmental performance (Chang et al., 2020). Such a vision enables employees to perceive sustainability goals not only as external tasks but also as an internalized area of responsibility. Therefore, the adoption of a shared green management vision by the entire organization is critically important for the institutionalization of eco-friendly behaviors and the establishment of a lasting sustainability culture (Afsar and Umrani, 2020).

### 3. RESEARCH METHOD

This study aimed to adapt the GSV Scale into Turkish and examine its validity and reliability. A descriptive survey model, one of the quantitative research methods, was employed. During the data collection process, a face-to-face survey method was utilized. Participants were informed about the purpose of the study, and principles of confidentiality and voluntary participation were strictly observed. This research was approved by the Ethics Committee of Osmaniye Korkut Ata University (Approval No: OKU.KKO.FR.0024, Date: May 5, 2025). Participation was voluntary, and informed consent was obtained from all participants before data collection.

In the scale adaptation process, the forward-backward translation method was employed. The original English version of the scale was translated into Turkish independently by two translators and then back-translated by different translators. After verifying translation consistency, experts in the field evaluated the content validity of the scale items. Data were analyzed using IBM SPSS Statistics 25 and AMOS 20.0. Structural validity was tested through



Confirmatory Factor Analysis (CFA), and reliability was assessed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values. To assess the reliability and validity of the adapted Turkish version of the scale, the outcomes were analyzed in comparison with previous research findings in the literature.

Although it is generally recommended to perform exploratory and confirmatory factor analyses (EFA and CFA) on separate datasets, both analyses were conducted using the same sample in this study. This decision was made due to limitations in sample size and is consistent with methodological practices observed in several Turkish scale adaptation studies. This approach allowed for both the initial exploration and subsequent confirmation of the scale's factor structure within the same participant group.

### **3.1. Research Model and Translation of the Green Shared Vision Scale into Turkish**

The purpose of this study is to adapt the GSV Scale, originally developed by Jansen et al. (2008) and utilized by Chen et al. (2014), into Turkish and to evaluate its reliability and validity. The research was conducted using a quantitative approach, specifically utilizing a descriptive survey design to gather data systematically. Scale adaptation studies are an essential method in the social sciences for developing culturally valid and reliable data collection tools (Hambleton and Patsula, 1999). This study followed the forward-backward translation approach proposed by Brislin (1970), a commonly used process in the literature.

In the first phase, two independent linguists translated the original scale from English into Turkish. Subsequently, a separate set of experts performed a back-translation into English to ensure semantic consistency. The original and back-translated versions were compared for conceptual consistency, and necessary adjustments were made to ensure semantic alignment. Subsequently, the scale was reviewed by five academic experts in the field of social sciences to assess the items for content validity, linguistic clarity, and cultural appropriateness. Based on the feedback received, some items were revised, and the final version of the scale was developed. In scale adaptation studies, expert panels typically range from 3 to 10 individuals, and 5 experts are considered sufficient for ensuring content validity and cultural adaptation, particularly when they are specialized in the relevant field (Beaton et al., 2000; Sousa and Rojjanasrirat, 2011).

### **3.2. Participants**

The sample of the study consists of employees aged 18 to 65 working in enterprises located in the organized industrial zone of Osmaniye province. The study involved voluntary participation. According to the literature, the sample size in scale validation studies should be at least five times the number of items. In this research, data were gathered from 399 individuals, which is deemed sufficient to establish psychometric soundness (Akbulut and Çapık, 2022). In this study, data were collected from 399 participants, a number considered adequate for ensuring psychometric reliability.



As shown in the table below, 73.93% of the sample were male (n=295), and 26.07% were female (n=104). Among the participants, 63.41% were married (n=253) and 36.59% were single (n=146). Regarding educational status, 14.04% had completed high school (n=56), 38.60% had an associate degree (n=154), 42.36% had a bachelor's degree (n=169), and 5% (n=20) had other educational qualifications. In terms of work experience, the highest participation was in the 12–16 years category with 110 participants (27.57%), while the largest age group was 36–50 years, comprising 125 participants (31.33%).

**Table 1.** Demographic information

Variables	Category	n	Percentage (%)
Age	18-23 years	0	0,00
	24-30 years	105	26,31
	31-35 years	88	22,06
	36-50 years	125	31,33
	Over 50 years	81	20,30
	<b>Total</b>		<b>399</b>
Marital Status	Married	253	63,41
	Single	146	36,59
	<b>Total</b>	<b>399</b>	<b>100,00</b>
Gender	Male	295	73,93
	Female	104	26,07
	<b>Total</b>	<b>399</b>	<b>100,00</b>
Educational Status	Primary School	0	0,00
	High School	56	14,04
	Associate Degree	154	38,60
	Bachelor's Degree	169	42,36
	Other	20	5,00
<b>Total</b>		<b>399</b>	<b>100,00</b>
Work Experience	1-3 years	79	19,80
	4-7 years	68	17,04
	8-11 years	88	22,06
	12-16 years	110	27,57
	Over 17 years	54	13,53
<b>Total</b>		<b>399</b>	<b>100,00</b>

### 3.3. Scale Adaptation Process

The process of assessing language validity was initiated by translating the original English version of the scale into Turkish through collaboration between a researcher and two linguistic experts. This translation was then evaluated in detail by two additional experts, and each item was refined to ensure the clearest and most appropriate expression. Next, the Turkish version was back-translated into English to assess conceptual consistency, semantic integrity, and translation accuracy. At the end of this process, two academic experts in organizational behavior reviewed the scale items for the clarity and semantic validity of the translated



concepts. Expert opinions were consulted at every stage of the language validity process (Tortumlu and Uzunbacak, 2022).

To assess construct validity, both exploratory and confirmatory factor analyses were conducted. Initially, exploratory factor analysis (EFA) was used to examine the underlying factor structure of the data set. This was followed by confirmatory factor analysis (CFA) to evaluate the model's fit to the proposed theoretical framework, using indices such as  $\chi^2/df$ , RMSEA, CFI, NFI, IFI, and GFI. Criterion-related validity was assessed through Pearson correlation analyses between the GSV Scale and two conceptually linked constructs: psychological ownership and turnover intention. Reliability was examined by calculating Cronbach's Alpha for internal consistency, test-retest correlation for temporal stability, and split-half reliability for item homogeneity. All statistical analyses were carried out using IBM SPSS Statistics 25 and AMOS 20.

### 3.4. Data Collection Instruments

**Green Shared Vision Scale:** The GSV Scale, developed by Jansen et al. (2008) and later utilized by Chen et al. (2014), consists of 4 items. The scale represents a unidimensional structure and does not include any reverse-coded items. It uses a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to capture participants' perceptions. The internal consistency of the scale, as measured by Cronbach's Alpha, was reported to be .853, indicating a high level of reliability (Chen et al., 2014).

**Psychological Ownership Scale:** The Psychological Ownership Scale, developed by Van Dyne and Pierce (2004) and used in Türkiye by Kalmaz and Tozkoparan (2020), consists of 7 items. A five-point Likert-type rating scale was used to assess participants' level of agreement with the given statements. To test construct validity, an Exploratory Factor Analysis (EFA) was conducted. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.893, and Bartlett's test of sphericity was  $\chi^2 = 910.915$  ( $df = 21$ ;  $p \leq 0.001$ ), indicating the dataset was suitable for factor analysis (Kalmaz and Tozkoparan, 2020).

Results of the factor analysis indicated that the scale has a unidimensional structure explaining approximately 69% of the total variance, which is consistent with its original form. In the literature, a variance explanation rate above 30% is considered acceptable for single-factor scales (Çokluk et al., 2010). Thus, the 69% variance indicates a robust factor structure for the scale.

**Turnover Intention Scale:** The Turnover Intention Scale, based on the works of Wayne et al. (1997) and Rusbult et al. (1988), was validated in Türkiye by Erdirençelebi and Ertürk (2018) and used by Günel (2025). A total of six items constitute the scale.

Based on the findings of the EFA, it was determined that the KMO measure of sampling adequacy was 0.900, which is considered 'excellent' for factor analysis (Tavşancıl, 2010). Bartlett's test of sphericity was significant ( $\chi^2 = 1290.66$ ;  $p < 0.001$ ), indicating that the data were suitable for factor analysis. The analysis yielded a single factor with an eigenvalue greater



than 1, accounting for 67.91% of the total variance. These results support the unidimensional structure of the scale. Additionally, the Cronbach's alpha coefficient was 0.905, indicating a high level of internal consistency and reliability (Tavşancıl, 2010).

Confirmatory Factor Analysis (CFA) results also supported the construct validity of the scale, with the following fit indices:  $\chi^2/df = 2.462$ ; IFI = 0.992; RMSEA = 0.063; TLI = 0.983; CFI = 0.992; GFI = 0.986. These values fall within acceptable limits recommended in the literature, demonstrating good model fit (Koyuncu and Kılıç, 2019).

## 4. RESULTS

### 4.1. Exploratory Factor Analysis of the Scale

In order to evaluate the construct validity of the GSV Scale, Exploratory Factor Analysis (EFA) was performed on data collected from 399 participants. Prior to the analysis, preliminary assessments were conducted to evaluate the dataset's appropriateness for factor analysis, including the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity. While KMO values below 0.60 are considered inadequate, values between 0.60 and 1.00 indicate a sufficient sample for analysis. Bartlett's Test, which examines whether the correlation matrix significantly differs from an identity matrix, requires a significance level of  $p < 0.05$  to proceed with factor analysis (Büyüköztürk et al., 2004).

A separate pilot study was not conducted with a small sample. However, prior to the main data collection, the scale was evaluated by a panel of five experts to ensure linguistic clarity, cultural relevance, and content validity. Necessary modifications were made accordingly. During the analysis stage, preliminary statistical assessments—including the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity—confirmed the dataset's suitability for factor analysis. These analyses, along with subsequent EFA and CFA, ensured that the scale items functioned properly, providing the psychometric rigor typically associated with pilot testing.

The analysis revealed a KMO value of 0.83 and a Bartlett's Test result of  $\chi^2 = 932.32$  ( $p < 0.001$ ), indicating that the dataset is suitable for factor analysis. As the scale was designed to be unidimensional, a single-factor constraint method was used. The factor analysis results showed a strong single-factor structure with an eigenvalue of 3.025, explaining 75.62% of the total variance. While a variance explanation rate above 30% is generally considered sufficient for unidimensional structures (Çokluk et al., 2010), this high percentage supports the scale's construct validity (Kuzucu, 2008).

As shown in Table 2, the factor loadings of the items ranged between 0.83 and 0.90. The total explained variance was 75.62%, and the eigenvalue was 3.025. Composite Reliability (CR) and Average Variance Extracted (AVE) values were also calculated as .87 and .71 respectively, indicating strong internal consistency and convergent validity of the scale (Hair et al., 2018).



**Table 2.** Factor loadings, composite reliability (CR), average variance extracted (AVE), and explained variance of the green shared vision scale

Items	Factor Loadings
<b>M1:</b> There is commonality of environmental goals in the company.	0,90
<b>M2:</b> There is total agreement on the company's strategic environmental direction.	0,88
<b>M3:</b> All members in the company are committed to the environmental strategies of the company.	0,85
<b>M4:</b> The company's employees are enthusiastic about the collective environmental mission of the company.	0,83
Total Explained Variance	%75,62
Eigenvalue	3,025
Composite Reliability (CR)	0,87
Average Variance Extracted (AVE)	0,71

To further understand the relationships among the items, correlation coefficients were also examined. In the literature, it is recommended that correlation coefficients should remain below 0.90 to avoid multicollinearity issues (Çokluk et al., 2010). As shown in Table 3, all correlation coefficients between the items were below this threshold, indicating meaningful relationships without excessive overlap.

**Table 3.** Inter-item correlation values for the green shared vision scale

Items	1	2	3	4
<b>M1</b>	1,00			
<b>M2</b>	,696**	1,00		
<b>M3</b>	,584**	,697**	1,00	
<b>M4</b>	,626**	,753**	,687**	1,00

\*\*p<0,01

#### 4.2. Confirmatory Factor Analysis of the Scale

Following EFA, Confirmatory Factor Analysis (CFA) was conducted to determine the alignment of the single-factor structure with the theoretical model. CFA is a powerful statistical method often used to validate the structural validity of psychometric tools across different cultural contexts (Brown, 2015).

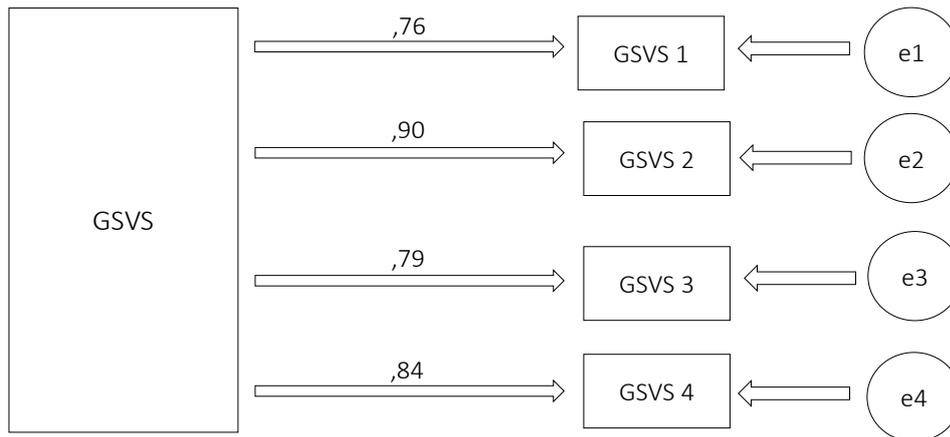
As a component of structural equation modeling (SEM), CFA is crucial for evaluating the accuracy, reliability, and theoretical alignment of measurement models (Kline, 2016). It is recommended to assess multiple fit indices to determine the model's adequacy (Hair et al., 2018).

Key fit indices considered include Chi-Square ( $\chi^2$ ),  $\chi^2/df$  ratio, Normed Fit Index (NFI), Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA) and Incremental Fit Index (IFI). Acceptable thresholds are values above 0.90 for indices like CFI, GFI, IFI, TLI, NFI (with values above 0.95 indicating excellent fit), and RMSEA values below 0.08 (sufficient fit) or



below 0.05 (excellent fit) (Byrne, 2016; West, Taylor & Wu, 2012). The CFA results indicated  $\chi^2/df = 1.216$ , RMSEA = 0.023, NFI = 0.957, CFI = 0.992, IFI = 0.992, RFI = 0.949, GFI = 0.961, and AGFI = 0.949, confirming a good model fit. Figure 1 presents the path diagram of the GSV Scale.

**Figure 1.** Path diagram of the green shared vision scale



According to the confirmatory factor analysis presented in Figure 1, the four-item structure of the scale is consolidated under a single factor, and the model demonstrates an acceptable level of fit based on various fit indices. In this context, the analyses indicate a strong alignment between the model and the theoretical construct, confirming the unidimensional structure of the scale. The obtained results confirm that the adapted scale demonstrates robust structural validity in capturing the targeted theoretical construct.

#### 4.3. Criterion-Related Validity Analysis

To assess criterion-related validity, the relationship between the GSV Scale and two theoretically relevant variables—Psychological Ownership and Turnover Intention—was examined. Criterion-related validity determines whether a scale correlates meaningfully and predictably with related constructs. It was hypothesized that GSV would be positively associated with organizational identification and ownership, and negatively associated with turnover intention.

The results of the correlation analyses revealed a positive and significant relationship between GSV and Psychological Ownership, and a negative and significant relationship with Turnover Intention. As shown in Table 4, these findings indicate that the scale is associated with relevant external constructs in the expected directions, thereby supporting its criterion-related validity. These results affirm that the GSV construct is closely related to organizational commitment and employee attitudes, and that the scale operates in accordance with its theoretical foundations.

**Table 4.** Criterion-related validity results

Scales	Green Shared Vision	Psychological Ownership	Turnover Intention
Green Shared Vision	1,00		
Psychological Ownership	0,401**	1,00	
Turnover Intention	-0,210**	-0,09**	1,00

\*\* p&lt;,01; \*\*p&lt;,05

#### 4.4. Reliability Analysis

To assess the reliability of the Turkish version of the GSV Scale, various statistical analyses were conducted. To assess the internal consistency of the scale, Cronbach's Alpha coefficient was computed, while the Spearman-Brown split-half coefficient was utilized to evaluate the reliability between item subsets. The outcomes of these reliability analyses are summarized in Table 5.

**Table 5.** Cronbach's alpha and split-half reliability of the green shared vision scale

Scale	Internal Consistency	Split-Half Reliability
Green Shared Vision	0,890	0,880

The Cronbach's Alpha coefficient, used to assess internal consistency, was found to be .890. This value indicates a high level of internal consistency among the scale items and confirms that the measurement tool is sufficiently reliable. Additionally, the Spearman-Brown split-half reliability coefficient was calculated as .880, demonstrating that the item groups provide balanced and stable measurements. Overall, the reliability coefficients ranged between .87 and .89, indicating a high degree of measurement stability from different perspectives.

In the literature, reliability coefficients such as Cronbach's Alpha values above .70 are generally considered to indicate acceptable levels of reliability for psychometrically valid instruments (Tavşancıl, 2010; Field, 2018). Based on these findings, the Turkish version of the GSV Scale is shown to be a highly reliable measurement tool, supporting its use in both academic and applied research contexts.

## 5. DISCUSSION and CONCLUSION

This study aimed to adapt the GSV Scale into Turkish and evaluate its psychometric properties. The findings demonstrate that the scale has a strong theoretical foundation and functions effectively within the Turkish private sector context. The results support the critical role of GSV in enhancing environmental awareness, reinforcing organizational commitment, and fostering pro-environmental behaviors, particularly in organizations aiming to institutionalize sustainability strategies.

In this study, Confirmatory Factor Analysis (CFA) was performed only for the Green Shared Vision (GSV) Scale, as the primary purpose was to validate its Turkish version. The other two scales—Psychological Ownership and Turnover Intention—were included solely to examine



criterion-related validity, rather than to undergo separate structural validation. This approach is consistent with methodological practices in the scale adaptation literature, where CFA is typically conducted only for the adapted scale, while additional scales are used as external criteria to test convergent or discriminant validity (Beaton et al., 2000; Sousa and Rojjanasrirat, 2011). Similarly, in Turkish adaptation studies, CFA is commonly limited to the target scale of adaptation, whereas other scales are used exclusively for validity testing (Kalmaz and Tozkoparan, 2020; Tortumlu and Uzunbacak, 2022). Therefore, conducting CFA solely for the GSV Scale in the present study is methodologically appropriate and in line with established practices in both international and Turkish scale validation research.

These psychometric findings are consistent with previous validations of the GSV scale in other contexts (e.g., Chang, 2020; Vu et al., 2020), where similar factor loadings and internal consistencies were observed. However, compared to earlier studies with larger and more diverse samples, the current study provides an initial validation within a relatively specific Turkish private-sector sample, thereby offering localized insight into green organizational values.

Accordingly, the main objective of the study—the adaptation of the GSV Scale into Turkish—was carried out successfully, both in terms of methodological rigor and statistical analyses. Great emphasis was placed on maintaining linguistic and conceptual integrity in the forward-backward translation process, and content validity was supported by expert opinions. The results of the Exploratory and Confirmatory Factor Analyses demonstrated that the four-item, unidimensional structure of the scale was strongly supported in the Turkish sample. The findings indicate that the scale demonstrates strong structural validity. The results suggest that the items collectively measure the intended construct in a consistent and conceptually coherent manner. The high level of internal consistency and alignment with the theoretical model reinforces the robustness of the Turkish version of the GSV Scale.

Additionally, the criterion-related validity of the GSV Scale was tested through significant positive correlations with Psychological Ownership and significant negative correlations with Turnover Intention. These findings align with previous studies (Chang, 2020; Vu et al., 2020; Afsar and Umrani, 2020; Anwar et al., 2020), indicating that a green vision is not only an expression of environmental goals but also a value set that fosters emotional attachment to the organization. Indeed, when leaders support environmental approaches with policies (Latif et al., 2022), this enhances employees' motivation toward green behavior and strengthens their sense of collective environmental responsibility (Kim et al., 2025). This reinforces the theoretical proposition that GSV not only guides organizational direction but also nurtures individual identification with sustainability-oriented missions, as observed in recent studies such as Afsar et al. (2020) and Kim et al. (2023).

One of the study's significant contributions is the provision of a reliable and scientific tool to measure how the GSV is perceived in Türkiye's private sector and how it interacts with the internal sustainability culture. This scale can serve as a practical data collection instrument in both academic studies and the evaluation of corporate sustainability strategies. In this respect,



it enables assessments that support the institutionalization of an environmentally friendly organizational culture. Unlike prior works that have mostly focused on multinational contexts or public institutions, this study introduces a measurement tool suitable for Türkiye's private industrial settings, where sustainability strategies are still emerging. Thus, it contributes to bridging a gap in local organizational sustainability research.

Among the study's limitations is the fact that the sample was restricted to employees in private sector enterprises in Osmaniye province. This necessitates further testing of the scale's validity in different cultural contexts and in the public sector. Furthermore, the study employed a cross-sectional design and relied exclusively on self-reported data, which may be subject to biases such as social desirability or common method variance. The sample size, while adequate for initial validation, may still limit the generalizability of the findings to broader populations. Additionally, the psychometric evaluation did not include test-retest reliability, leaving the temporal stability of the scale unassessed. Future longitudinal and experimental designs could provide stronger evidence regarding the scale's robustness across time and contexts.

Future research may explore the relationships between the GSV and variables such as organizational commitment, environmental innovation, green leadership, and sustainable performance. The scale can also be tested across various sectors, regions, and demographic groups to enable cross-cultural comparisons. Examining structural relationships with other individual and organizational attitudes such as psychological ownership, organizational identification, and employee voice would also contribute to the literature. In addition, the potential mediating or moderating role of GSV within broader theoretical models—such as the relationship between green leadership and employee green behavior—can be examined to deepen the understanding of organizational sustainability mechanisms (Afsar et al., 2020; Kim et al., 2023).

In conclusion, this study fills a critical gap in the Turkish literature by offering a psychometrically valid and reliable scale for measuring the concept of shared vision in the context of environmental sustainability. The scale provides a valuable tool for assessing whether organizations internalize green strategies and contributes both theoretically and practically to sustainability-oriented organizational transformation in Türkiye.

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In this study, the rules stated in the “**Higher Education Institutions Scientific Research and Publication Ethics Directive**” were followed.

This article has been screened with **similarity** detection software.



## Appendices

### Appendix 1. Yeşil Ortak Vizyon Ölçeği

Maddeler
<b>M1</b> Şirkette çevresel hedeflerin ortaklığı mevcuttur.
<b>M2</b> Şirketin stratejik çevresel yönelimi konusunda tam bir mutabakat vardır.
<b>M3</b> Şirketteki tüm üyeler şirketin çevre stratejilerine bağlıdır.
<b>M4</b> Şirket çalışanları, şirketin kolektif çevre misyonu konusunda isteklidir.

Ölçek 5'li Likert olarak derecelendirilmiştir (1=Kesinlikle Katılmıyorum, 5=Kesinlikle Katılıyorum).