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# THE IMPACT OF ORGANIZATIONAL SUSTAINABILITY DIMENSIONS ON ORGANIZATIONS IN THE AUTOMOTIVE SECTOR

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**ABSTRACT**

As the concept of sustainability has become widespread, it has become clear that sustainability strategies need to be evaluated in some areas and sectors, and businesses have begun to bear some responsibilities in this regard. Within this framework, it has become an obligation for enterprises to adapt to changing conditions and produce sustainable contents. The focus of this study is to explain the factors affecting sustainability within organizations in the context of the concept of sustainability and to evaluate the impact of these factors on organizations. It has been concluded that sustainability has a significant impact on organizations and that environmental crises can be transformed into sustainability opportunities if managed correctly. In this study conducted with employees working in the automotive sector operating in the Konya Industrial Zone, it was found that all relationships among sustainability factors except for the relationship between environmental sustainability and managerial sustainability ($p = 0.15 > 0.05$) were statistically significant (other p-values $< 0.05$), including cultural, social, and economic sustainability. This study, which is conducted with employees in the automotive sector, is significant in terms of understanding the impact of organizational sustainability practices on society and the environment. This study was approved by the Necmettin Erbakan University Social and Human Sciences Scientific Research Ethics Committee with the decision dated 20/09/2024 and numbered 2024/720.

**Keywords:** Sustainability, Organizations, Automotive Industry.

**Jel Codes:** M1, M54, D23, Q56.

## OTOMOTİV SEKTÖRÜNDE ÖRGÜTSEL SÜRDÜRÜLEBİLİRLİK BOYUTLARININ ORGANİZASYONLARA ETKİSİ

**ÖZ**

Sürdürülebilirlik kavramı, günümüzde çokça tekrarlanan ve önem verilen bir kavram olarak bilinmektedir. Sürdürülebilirlik, meydana geldiği ilk dönemden itibaren kapsamı sürekli olarak genişleyen ve bugün pek çok alanda farklı boyutlarıyla değerlendirilen bir kavram olarak karşımıza çıkmaktadır. Sürdürülebilirliğe gereken öneminin verilmeye başlanmasıyla birlikte, sürdürülebilirlik stratejilerinin yalnızca devlet tarafından değil, özel sektör tarafından da değerlendirilmesi gerektiği anlaşılmış ve işletmeler tarafından da bazı sorumluluklar yüklenmeye başlanmıştır. Bu çerçevede işletmelerin değişen koşullara uyum sağlaması ve sürdürülebilir içerikler üretmesi bir zorunluluk haline gelmiştir. Bu çalışmanın amacı, sürdürülebilirlik kavramı çerçevesinde, organizasyonlarda sürdürülebilirliği etkileyen unsurları açıklayarak, bu unsurların organizasyonlara etkisini değerlendirmektir. Sürdürülebilirliğin organizasyonlar üzerinde büyük bir etkiye sahip olduğu ve çevresel krizlerin doğru bir şekilde yönetildiğinde sürdürülebilirlik fırsatlarına dönüştürülebileceği sonucuna ulaşılmıştır. Konya Sanayi Bölgesinde faaliyet gösteren otomotiv sektöründe çalışanlara uygulanan bu araştırmada, sürdürülebilirlik faktörleri arasındaki ilişki incelendiğinde çevresel sürdürülebilirlik ile yönetsel sürdürülebilirlik arasındaki ilişki hariç ($o=0,15>0,05$) tüm ilişkilerin (Kültürel, Sosyal ve Ekonomik Sürdürülebilirlik) istatistiksel olarak anlamlı olduğu (diğer p değerleri $< 0,05$) görülmektedir. Otomotiv sektöründe çalışanlara uygulanan bu çalışma, organizasyonların sürdürülebilirlik uygulamalarının toplum ve çevre üzerindeki etkilerini anlamamız açısından önem arz etmektedir. Bu çalışma, Necmettin Erbakan Üniversitesi Sosyal ve Beşeri Bilimler Bilimsel Araştırmalar Etik Kurulu tarafından, 20/09/2024 tarih ve 2024/720 sayılı karar ile uygun görülmüştür.

**Anahtar Kelimeler:** Sürdürülebilirlik, Organizasyonlar, Otomotiv Endüstrisi.

**Jel Kodları:** M1, M54, D23, Q56.

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## INTRODUCTION

Organizations play a significant role in society due to their production activities. Therefore, it can be said that the greatest responsibility in terms of sustainability falls on them. In today's conditions, focusing solely on short-term economic gains can lead to negative consequences not only in terms of potential societal risks but also the long-term sustainability of the business. In this context, organizations are expected to give due attention to the concept of sustainability and to conduct their activities with consideration for environmental and social dimensions. It can be said that businesses today are more aware of this situation and place greater importance on the relationship between sustainability and the environment compared to the past. The growing awareness of environmental issues within society and the limited availability of natural resources are driving businesses to conserve resources and energy, and to minimize waste as much as possible. Another reason businesses attach importance to sustainability and environmental concepts is the purpose of minimizing damages such as air pollution, radioactive pollution, environmental pollution, and soil pollution. These problems make businesses pay more attention to environmental crises and strengthen the thesis that they should take their sustainability strategies more seriously. However, environmental opportunities are also important for businesses. Increasing environmental awareness and green management approach can provide both environmental and economic benefits to enterprises by providing environmentally friendly products and services. The fact that enterprises behave environmentally friendly and take the necessary steps will make them more helpful against other competitors in the Sunday and provide numerous opportunities.

In this study, it is examined how the concept of sustainability is adopted by organizations and how environmental factors affect sustainability practices in organizations. A scale related to the impact of each of the sustainability elements on organizations was applied to employees of the automotive sector, and the necessary statistical analyses were performed. On the other hand, a literature review was done on the studies conducted about the subject. The necessary suggestions are included in the study along with the results. On the other hand, participants signed a voluntary consent form.

### 1. Conceptual Framework

In this study conducted on “The Impact of Organizational Sustainability Dimensions on Organizations in the Automotive Sector", firstly, the concept and elements of sustainability are included.

### 1.1. Sustainability

#### 1.1.1. The Concept of Sustainability

When examining the definition of the concept of sustainability in the Turkish Language Association (TDK), it is seen that there is no directly corresponding word; however, the term “sustainability” is defined as “the state of continuing without interruption, continuity, permanence” (TDK). Sustainability, which refers to ensuring that current resources can be used by future generations and striving to maintain production activities in the long term, can also be defined as meeting the needs of society while preserving natural resources and protecting the environment (Öymen and Ömeroğlu, 2020).

While the concept of sustainability appeared in sources related to fields such as forestry and agriculture throughout the 20th century, from the latter part of that century onwards, it has also started to be discussed in areas including politics, economy, production, technology, urbanization, and tourism. For this reason, it may not be accurate to make a single definition about the concept. Therefore, it is possible to say that sustainability is a concept that is addressed by multiple disciplines (Ünsal, 2023). Due to the increase in the population in the 1980s, environmental problems and worldwide crises such as famine, the concept of sustainability has become even more important (Kayar and Kutlu, 2022). In 1987, World and Environmental Development Commission published the Brundtland Report entitled “Our Common Future” and the decisions taken at the Rio Conference held in 1992 are evaluated as the most important decisions related to sustainability and environment (Benton, 2008). It is possible to say that the Brundtland Report was prepared from a perspective of environmental problems (Desjardins, 2016). In this report, sustainability is conveyed as the ability to meet today's requirements by enabling them to create a production level that can meet the requirements of subsequent generations. At the Rio Conference, sustainability also took on a globally recognized meaning that placed society at the centre of environmental improvement (Özmehmet, 2008).

#### 1.1.2. The Dimensions of Sustainability

The ideas that enable the emergence of methods in the field of sustainability are advancing in the economic, social, and environmental fields. Making sense of and examining all these dimensions is important for the concept of sustainability to be fully addressed (Köşker and Gürer, 2020).

Sustainability is addressed through its three main dimensions: economic, environmental, and social. However, some authors have also addressed the concept under the titles of cultural sustainability (Ketprapakorn and Kantabutra, 2022: 638–640) and managerial sustainability (Thakhathi et al., 2019: 246–248). All these dimensions are important for businesses. Below, in Table 1, the strategic, tactical, and operational impacts of the three commonly addressed

dimensions of sustainability are presented through the proposed sustainability indicators and initiatives developed by Garza (2013) and are schematized accordingly.

**Table 1. Proposed Sustainability Indicators and Initiatives**

| | Economic | Environmental | Social |
|---|---|---|---|
| **Strategic** | -Net Present Value<br>-Distribution Performance<br>-Supply Chain Cycle Time<br>-Maintaining Superior Financial Performance<br>-The cost of Disposing of Waste | -Waste reduction costs<br>- Improved compatibility<br>-Percentage of recycled product<br>-The proportion of renewable resources used | -Human Resources of the Enterprise<br>-Society<br>-Stakeholder Participation<br>-Perceived Aesthetics |
| **Tactical** | -Improving supply chain efficiency and productivity<br>-Percentage of initiative-taking and reactive expenditures<br>-The cost of waste disposal | -Participation in sustainable operation practices<br>-Direct interventions to nature and landscape<br>-Number of “green" products<br>-Release of hazardous substances | -Customer Satisfaction<br>-Protection of qualified workforce<br>-Collaborative initiatives with the government<br>- Long-term care relations relationships and alliances<br>-Stakeholder Impact<br>-Number of Customer Complaints |
| **Operational** | -Receivables Turnover Ratio<br>-Transit Days<br>-Monetary value of customer refunds<br>-Monetary value of energy consumption | -Amount of packaging waste generated per unit of product<br>-The percentage of recycled or reused material<br>- Number of accidents and spills<br>-Violations reported by employees | -Training hours per employee<br>-News published in the press against the organization |

**Source:** Garza, F.A. (2013), Framework for Strategic Sustainability : Organizing A Three Pronged Approach, Journal of Comparative International Management, Volume 16, Number 1, URI: https://id.erudit.org/iderudit/1019115ar, ISSN: 1481-0468 (print), 1718-0864 (digital). Date of Access: 05.08.2024.

**The Economic Dimension of Sustainability:** The economy involves the use of insignificant amounts of resources as efficiently as possible (Yıldırım and Akkaya, 2020). For this reason, it is possible to say that sustainability and the economy relate to each other. The economy refers to a sustainable mechanism in which the production of goods and services needed by society is conducted without the unnecessary or excessive use of natural resources. The environmental and social dimensions emphasize market sustainability to a greater extent than the economic dimension (Köşker and Gürer, 2020). Definitions of economic sustainability focus on the preservation of capital and income. However, this approach alone is not sufficient or entirely correct (Demirel, 2023). Economic sustainability has its own distinct characteristics. The first of these characteristics is that economic sustainability encompasses all scales—from regional to global—incorporates feedback mechanisms and emphasizes the connection between humans and nature. The second is the necessity of considering economic sustainability as a long-term process. The third and final aspect is that economic sustainability can only appear through a normative and ethical framework that focuses not only on meeting human needs but also on ensuring intergenerational and environmental justice. For these reasons, a sustainable economy is a concept that must be developed through a cognitive and managerial perspective in which elements mutually influence one another (Baumgärtner and Quaas, 2010).

**Environmental Dimension of Sustainability:** Environmental sustainability, in other words, the environmental dimension of sustainability, focuses on the proper preservation of the environment and ensuring its continuity for future generations. In this context, environmental sustainability encompasses a wide range of areas—from efforts to protect and regulate the environment to issues such as the atmosphere, pollution, natural resources, climate crises, and even urban planning (Thangavel and Sridevi, 2015; Vezzoli and Manzini, 2008). A more comprehensive definition of the environmental dimension, which emphasizes the ability to manage natural resources without negatively impacting the environment, can be described as the continuation of life with an environmental consciousness that prioritizes the natural balance while meeting the needs of society, and protects biodiversity (Morelli, 2011). The aim of environmental sustainability is to ensure that the changes that occur in nature due to many factors are adapted to all kinds of conditions. In the environmental dimension of sustainability, it is aimed to focus on the use of renewable opportunities and avoid unnecessary use of existing resources (Yıldırım and Akkaya, 2020).

**The Social Dimension of Sustainability:** It is possible to say that social sustainability will be achieved with the systematic participation of society and the creation of an effective civil society. When considered on an individual level, social sustainability refers to fair access to education, healthcare, liveable housing, communication, justice, and transportation. From a societal perspective, it encompasses issues such as fair income distribution, the presence of democracy, respect for human rights, equal opportunities, transparent and accountable governance, and gender equality (Ünsal, 2023). In general terms, social sustainability is a framework that ensures people's adaptation to fair and fair social, economic, and environmental conditions, regardless of their origin, colour, culture, or socio-economic status (Cagnin, Loveridge and Butler, 2005; Thangavel and Sridevi, 2015). Studies about social sustainability highlight the view that economic and environmental development will appear only with the provision of social development. This perspective argues that environmental problems are more often seen in societies that have not achieved sufficient social progress, and that environmental development can be achieved alongside social development (Demirel, 2023). The indicators of social sustainability are given below (McKenzie, 2004).

- Access to services (including health, education, transportation, housing, and entertainment)
- Intergenerational equity (ensuring that future generations are not put at a disadvantage due to the actions of the present generation)
- Integrative system of cultural relations (preservation of all cultural values and support for cultural integration by individuals and communities)
- Political participation of citizens
- Citizens have a sense of social responsibility.
- The existence of support mechanisms to identify the strengths and weaknesses of society and to enable the implementation of initiatives in these areas.
- The creation of a system that will ensure that the concept of social sustainability is passed on to the next generations.

Three dimensions of sustainability (economic, environmental, and social) are used by enterprises instead of traditional measurements. Today, it is expected that resources be used efficiently and effectively, and that environmental pollution be minimized so that firms can contribute both to society and to themselves. On the other hand, considering the acceptable needs and expectations of all stakeholders can provide businesses with the advantage of long-term market presence.

**The Cultural Dimension of Sustainability:** It has factors such as history, art, language, religion, and traditional way of life within the structure of culture. Cultural Sustainability, on the other hand, can be considered as an interdisciplinary approach (Seçilmiş and Köz, 2015).

Organizations may be eager to influence the public's perception of environmental issues. To achieve this impact, they may use literature, films, graphic narratives, video games, religious elements, or other cultural components. In this sense, cultural sustainability can be seen to have two types of impact: first, as the sustainability of culture rooted in traditions and the evolving ecological culture; and second, as the ideas, images, and concepts used to support economic and social sustainability (Ketprapakorn and Kantabutra, 2022: 638–640).

**The Managerial Dimension of Sustainability:** The World Commission on Environment and Development (1987) prioritized sustainability over consumption. Therefore, in organizational settings, individual development and participation in decision-making have gained importance. In line with this reasoning, a person who was previously regarded as merely an ordinary manager will, if they strive for sustainability in the long term, be defined as a true manager or a sustainable manager (Eijnatten, Balkin and Kira, 2010: 618–620). Managerial sustainability has been studied primarily in the context of public sector managers. As a result of studies on managerial sustainability in the public sector, various aspects of managers—such as health, performance, and turnover—have been identified as key indicators of managerial sustainability (Corin, 2016: 35–37).

**2. Sustaınabılıty In Organızatıons**

The application of an organization or business by developing strategic plans to be successful socially, economically, and environmentally for a prolonged period can be defined as sustainability in organizations (Cagnin, Loveridge and Butler, 2005). Among the main goals of organizations is the production of goods and services to meet my economic needs. For this reason, the sustainability of the organization primarily pursues the goal of creating the continuity of the production of goods and services economically. However, in the following process, changes have occurred in the understanding of business, it has become necessary to add social and environmental dimensions to the sustainability of the enterprise (Tüyen, 2020). Within this framework sustainability in organizations can be explained not only as the fact that enterprises maintain their existence for beneficial purposes, but also as an effort to move forward and create a future in a balanced manner by integrating the concept of sustainability into the entire enterprise while striving to maintain their existence in accordance with their own goals.

The goal of organizational sustainability is to identify the environmental, natural and social constraints that are the basis of the work done by an enterprise during the service and product life cycles and to create economic assets in accordance with the principles of sustainable well-being by turning these constraints into business opportunities (Demirel, 2023). Sustainable organizations are aware of environmental factors and are making different applications to reduce these factors to a minimum. Among these applications, there are activities such as increasing efficient energy use, using renewable energy sources with less pollution, reducing waste decontamination. However, sustainability is not only focusing on environmental crises, but also on the social impact of organizations (Tokgöz and Önce, 2009). In this context, sustainable organizations produce strategies to increase the income levels of their employees and establish partnerships with local communities by attaching importance to equal labour force policies. In addition, sustainable enterprises strive to keep an equal distance from the elements of value creation, environmental awareness, and social responsibility for a long time (Tüyen, 2020). Another issue, organizational sustainability, has started to become a principle that is given importance by many organizations, civil society boards and public organizations today. The intensive acceptance of sustainability principles shows that organizations should pay attention to social and environmental problems beyond the goal of making a profit. Organizational sustainability is of importance for society to be comfortable in a general sense. Because it provides an opportunity for the development of effective policies for the elimination of social and environmental problems (Wang and Lin, 2007).

The factors affecting sustainability in organizations cover not only enterprises, but also a large area such as society, environment, and economy, where enterprises are connected. The concept of leadership is one of the important points in terms of the sustainability of organizations. In the management of the enterprise, it is seen that the sustainable leader and leadership understanding stand out. A sustainable leader should put forward a pioneering personality who is aware of the social, economic, and environmental problems of society and set goals for the elimination of these problems. However, a sustainable leader should have a broad vision that is not limited to just business; at the same time, sustainable development should be planned for society and subsequent generations (Yangil, 2016). The importance of transformative leadership is quite high, especially to address the changing expectations of stakeholders and the market and to meet expectations by acting proactively.

It is sustainable that another concept that is important in the field of organization is innovation. Innovation means the discovery and adoption of innovative ideas, business processes or products. When sustainability and innovation are evaluated together, enterprises can reduce their environmental impact by using the resources they have efficiently, be beneficial to society and provide competitive opportunities at the same time (Tüyen, 2020).

One of the crucial factors that affect the creation of a sustainable business is the human resource that enterprises have and the efficient use of this resource. In this context, an important responsibility falls on the use of human resources to establish a sustainable enterprise (Ehnert, 2006). Sustainable human resources management should focus on developing human resources policies for the organization to realize its social, economic, and environmental tasks. The integration of human resources and sustainability will enable employees to increase their income levels (Özgül et al., 2020). A sustainable production approach is also especially important for organizations. This understanding directs the existing resources to be used with high efficiency, as well as reducing environmental impacts and enabling activities to be carried out in a sensitive manner to the needs of people. In this way, organizations value employee rights and social benefits while reducing waste and harmful gas emissions by using environmentally sensitive clean technologies in activities (Turhan et al., 2018). Another essential element in terms of sustainability is business ethics. Organizations that are sensitive to their ethical principles gain trust and reputation by gaining respect from society. Organizations need to give importance to the field of business ethics and ethics to be in a sustainable situation (Yalçın, 2024).

**3. Literature Review**

No study has been found that completely coincides with the title of the study. However, below are some studies that evaluate the relationship of varied factors with each of the sustainability elements of organizations.

Horak, Arya, and İsmail (2018), in their study titled "Organizational Sustainability Determinants in Different Cultural Settings: A Conceptual Framework," argue that, based on their theoretical analysis, the interaction between sustainability indicators and the level of sustainability determinants should be supported by mimetic, coercive, and normative isomorphic factors. They emphasize that culture plays a significant role in determining the extent to which several types of isomorphic pressures in firms influence organizational sustainability efforts. A study has been conducted here on the cultural dimension of sustainability. Although the study is mostly considered in the context of the cultural dimension, it is like our study in addressing the elements of organizational sustainability.

Tepe Küçükoğlu's (2014) study entitled Examining Turkish Enterprises from a Sustainability and Green Innovation Perspective aimed to examine Turkish companies from a sustainability and green innovation perspective, and as a result of the analyses performed, it was stated that there is an important interaction between green innovation factors and both competitive advantage and environmental performance. This research is a scientific study that coincides more with our topic in terms of environment.

Sangwan, Bhakar and Digalwar (2018) aimed to develop a sustainability assessment scale on behalf of production companies with the sustainability readiness assessment scale in their work titled "Sustainability Assessment in

Manufacturing Organizations: Development of Assessment Models". The models stated with this intention were developed using the resource-based method of integrated supply chain and established in the name of sustainability of resources (materials, people, cash, energy, water, infrastructure), important factors for sustainability (policy, products and processes), sustainability dimensions (environmental, economic and social) and life cycle sustainability (integrated supply chain). As a result of the study, resources, critical factors, product life cycle, important efficiency criteria and their interactions with sustainability dimensions were specified; crucial factors required by a manufacturing company in an integrated supply chain were shown. It has been concluded that the preparatory valuation scale is useful and effective for the user to direct managers to show the weak parts of sustainability.

In their study titled “Integrated Quality and Supply Chain Management Business Diagnostics for Organizational Sustainability Improvement” (2019), Bastas and Liyanage conducted a critical evaluation of existing integrated models in the literature. Building upon the identified shortcomings, they proposed a conceptual framework that holistically incorporates the necessary supply chain management and quality factors essential for organizational sustainability.

## 4. Research on the Impact of Organizational Sustainability Dimensions on Organizations in the Automotive Sector

To see the empirical dimension of the subject discussed above in the theoretical framework and to ensure the testing of the determined hypotheses, the data obtained by the scale are included below and analysed using statistical methods. However, first, it is useful to mention the automotive sector, which is the sector where the application is made.The automotive industry has a system that uses various engineering courses together by ensuring that about five thousand parts, which vary in material structure, technology, and process, are combined efficiently for the manufacture of a vehicle (Tubitak, 2004). In this sense, it is an area where a large number of sectors are involved (Dicken, 2011).

The automotive sector, which has a global size of $ 4.5 trillion, constitutes 5% of the global economy and offers employment opportunities to more than eighty million individuals. While the automotive sector provides direct and indirect employment opportunities to 13.8 million individuals in the EU, this figure gives employment opportunities to two million individuals in the USA in the context of 986 thousand direct and indirect (Özden et al., 2020).

With the changing global conditions, Türkiye has become one of the ambitious countries in the automotive industry. The automotive industry is among the top five most exported sectors in Turkey in 2020 and accounts for 15% of the exports realized in the sectors (www.tim.org.tr, 2021). Creating added value in the context of national economies, its subsidiary industry and offering job opportunities offer significant benefits to many sectors (OSD, 2020; Ministry of Development, 2018: 52). Approximately five hundred thousand individuals are employed in the automotive industry in Türkiye. According to foreign trade data for the last 10 years, the automotive sector 2011, except for the years of 2013 and 2015, I always have foreign trade surplus given. The foreign trade surplus of the automotive sector in the last ten years has been seen at 4.7 billion dollars.

### 4.1. The Method, Model and Hypotheses of Research

The scale used in the study is the organizational sustainability scale which is developed by Argon and Gültekin (2020). This scale, which was first applied on students in the field of education has been adapted according to the employees in the automotive sector operating in the Konya Industrial Zone. The study deals with five variable dimensions (environmental, social, economic, cultural, and managerial sustainability). The Cronbach alpha reliability coefficient of the main scale is; ,98. In the research, the scale was extracted from 38 expressions (In the questionnaire used in our research, an expression that was found to be related only to the student in the field of education was extracted (39-1=38). The main target group of the study is full-time employees in the automotive sector. Three companies operating in this sector were selected by random sampling method. The questionnaire was distributed to all the employees (243) working in these companies. The study data were collected from 227 people who took part in the survey voluntarily. After the incomplete filled-in ones were excluded, 209 questionnaires were used in the research. The model of this study, the Effect of Organizational Sustainability Dimensions on Organizations in the Automotive Sector, is given below. This study was approved by the Necmettin Erbakan University Social and Human Sciences Scientific Research Ethics Committee with the decision dated 20/09/2024 and numbered 2024/720.

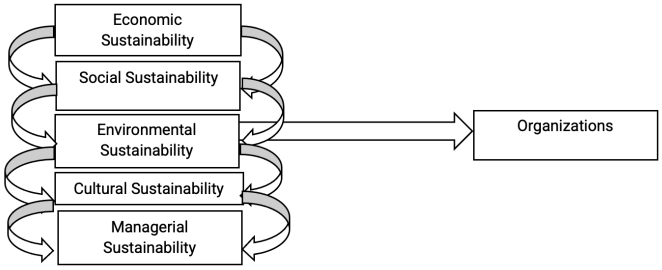


**Figure 1: Research Model**

**Study-Related Hypotheses**

H1: There is a statistically significant difference between the gender variable and organizational Sustainability Dimensions.
H2: There is a Statistically Significant Difference Between the Age variable and Organizational Sustainability Dimensions.
H3: There is a Statistically Significant Difference Between the marital status variable and the Organizational Sustainability Dimensions.
H4: There is a Statistically Significant Difference Between the Income Status variable and the Organizational Sustainability Dimensions.
H5: There is a Statistically Significant Difference Between the Working Time variable and Organizational Sustainability Dimensions in the Organization.
H6: There is a Statistically Significant Difference Between the educational status variable and the Organizational Sustainability Dimensions.
H7: Environmental sustainability has a positive impact on cultural sustainability.
H8: Environmental sustainability has a positive impact on social sustainability.
H9: Environmental sustainability has a positive impact on economic sustainability.
H10: Environmental sustainability has a positive impact on managerial sustainability.
H11: Cultural sustainability has a positive impact on social sustainability.
H12: Cultural sustainability has a positive impact on economic sustainability.
H13: Cultural sustainability has a positive impact on managerial sustainability.
H14: Social sustainability has a positive impact on economic sustainability.
H15: Social sustainability has a positive impact on managerial sustainability.
H16: Economic sustainability has a positive impact on managerial sustainability.

In the analysis part of the study, descriptive statistics; frequency analysis was used to figure out the demographic findings. In the data analysis process of the research, the 5-point Likert scale was taken as the basis. In addition, reliability analyses and explanatory factor analyses were used in the research. To evaluate the research hypotheses, T-Test, ANOVA and Pearson correlation analyses were used.

**Table 2: Table of Demographic Variables**

| Gender | N | % |
|---|---|---|
| Female | 51 | 24.4 |
| Male | 158 | 75.6 |
| Age | | |
| 20-30 | 45 | 21.5 |
| 31-40 | 120 | 57.4 |
| 41-50 | 44 | 21.1 |
| Marital Status | | |
| Married | 159 | 76.1 |
| Single | 50 | 23.9 |
| Income Level | | |
| 17,500 and below | 33 | 15.8 |
| 17,500 – 25,000 | 85 | 40.7 |
| 25,001 – 35,000 | 66 | 31.6 |
| 35,001 – 45,000 | 25 | 12.0 |
| Length of Service at the Organization | | |
| > 1 y | 12 | 5.7 |
| 1-5 y | 34 | 16.3 |
| 6-10 y | 40 | 19.1 |
| 11-15 y | 91 | 43.5 |
| 16 and above | 32 | 15.3 |
| Educational Status | | |
| High school | 61 | 29.2 |
| Associate degree | 54 | 25.8 |
| Bachelor's Degree | 93 | 44.5 |
| Postgraduate Degree | 1 | 0.5 |

Participants of the study.

-24.4% of them were female (n=51), 75.6% were male (n=158),

-21.5% of 20 and 30 Ages (n=45), 57.4% of 31 and 40 Ages (n=120) and 21.1% of 41 and 50 Ages (n=44),

-76.1% were married (n=159), 23.9% were single (n=50),

-15.8% of the respondents (n=33) reported having an income below 17,500 TL (at the time the survey was distributed, the minimum wage was 17,002 TL); 40.7% (n=85) had an income between 17,500 and 25,000 TL; 31.6% (n=66) had an income between 25,001 and 35,000 TL; and the remaining 12% (n=25) had an income between 35,001 and 45,000 TL.

-5.7% of the respondents (n=12) had been working at the organization for less than 1 year, 16.3% (n=34) for 1 to 5 years, 19.1% (n=40) for 6 to 10 years, 43.5% (n=91) for 11 to 15 years, and 15.3% (n=32) for 16 years or more,

29.2% of the respondents (n=61) were high school graduates, 25.8% (n=54) held an associate degree, 44.5% (n=93) held a bachelor's degree, and 0.5% had a postgraduate degree.

### 4.2. Exploratory Factor Analysis Results

The factor analysis of exploratory was implemented to the scale considered in this study. In the factor analysis carried out with direct rotation, it was tried to figure out the five-dimensional structures of the scale in such a way as to be compatible with the original dimension numbers. The scale organizational sustainability, found on the five-dimensional structure in distribution of 38 items are presented in Table 3.

The KMO value was figured out as 0.635 and it was concluded that the scale was fit for evaluation. Located on the scale In the sub-dimension of Environmental Sustainability the materials collected are grouped following the literature, and this is located under the size that is described a total of 16 items that the ratio of the variance %14,621, with self-values is 6,459. The items collected in the Cultural Sustainability sub-dimension of the scale have been grouped were classified according to the literature, and the cumulative variance explained by the 11 items in this dimension is 8.073%, and the self-value is 3.422. The items collected in the Social Sustainability sub-dimension of the scale have been grouped according to the literature, and the overall explained variance of the 11 items pertaining to this dimension is 7.715%, and the self-value is 2.474. The items collected in the Economic Sustainability sub-dimension of the scale have been grouped according to the literature, and the total explained variance ratio of the 10 items included in this dimension is 7.661%, and the self-value is 2.313. The items collected in the Managerial Sustainability sub-dimension of the scale have been grouped according to the literature, and the total explained variance ratio of the 9 items included in this dimension is 6.167%, and the self-value is 2.142. The Cronbach alpha values of the five dimensions were determined as 0.810, 0.903, 0.769, 0.726 and 0.901 respectively, as it is known Cronbach's Alpha analysis was applied to determine the reliability coefficients of the sub-dimensions. As a result of the factor analysis, it was found that, a five-dimensional structure was obtained, with self-values ranging from 2.142 to 6.459 and factor loadings ranging from 6.167 to 14.621. The Cronbach Alpha Coefficient of the scale was found to be 0.842.

A high Cronbach's alpha value for the scale increases confidence in its accuracy (Sijtsma, 2009). It has been stated that a value between 0.70 and 0.89 should be considered high, while values between 0.90 and 1.00 should be considered very high (Weis & Schank, 1997: 366-369). Since our study value was above 0.80, it can be concluded that it is highly reliable.

As is well known, Exploratory Factor Analysis (EFA) is an exploratory method used to generate theory. EFA is used to obtain a smaller set of aggregate factors from a large set of variables (Henson & Roberts, 2006). The purpose of EFA is to reveal certain unobserved groups of variables, called factors (Sarmento & Costa, 2017). In this context, EFA is discussed below.

**Table 3: Dimensions of Organizational Sustainability Factor Analysis Results**

| Question Number | Factor Scores | | | | | Variance % | Cronbach Alpha |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | | |
| 1 | ,321 | ,472 | | | | 16.998 | 0.842 |
| 2 | | ,443 | | | | 26.002 | |
| 3 | | ,374 | | ,390 | | 32.514 | |
| 4 | | ,362 | | | | 38.600 | |
| 5 | | ,548 | | | | 44.238 | |
| 6 | | ,530 | | | | | |
| 7 | | | | ,347 | | | |
| 8 | | ,562 | | ,265 | | | |
| 9 | | | | ,699 | | | |
| 10 | | ,398 | | ,668 | | | |
| 11 | | | | ,669 | | | |
| 12 | | | | ,686 | | | |
| 13 | | | ,456 | | -.353 | | |
| 14 | | ,522 | | | -.419 | | |
| 15 | | ,637 | | | | | |
| 16 | | | | | -.643 | | |
| 17 | ,338 | | ,448 | ,332 | -.459 | | |
| 18 | | | ,418 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 19 | | | ,576 | | | |
| 20 | | | ,695 | | | |
| 21 | | | | | ,655 | |
| 22 | ,320 | | | | ,368 | |
| 23 | | | | ,450 | | |
| 24 | ,529 | | | | | |
| 25 | ,401 | | | ,456 | | |
| 26 | ,703 | | | | | |
| 27 | ,728 | | | | | |
| 28 | | | ,589 | | | |
| 29 | ,683 | | ,393 | | | |
| 30 | ,396 | | ,408 | | | |
| 31 | ,734 | ,321 | | | | |
| 32 | ,690 | | | | | |
| 33 | ,622 | | | | | |
| 34 | ,684 | | | | | |
| 35 | ,645 | | ,324 | | -.339 | |
| 36 | ,617 | | ,482 | | | |
| 37 | ,557 | | | | -.314 | |
| 38 | | | ,349 | | -.448 | |
| Number of Items | 16 | 11 | 11 | 10 | 9 | |
| Eigenvalue | 6.459 | 3.422 | 2.474 | 2.313 | 2.142 | |
| Kaiser-Meyer-Olkin | | | | | | 0.635 |
| Bartlett's Test and Chi-Square | | | | | | 3838.078 |
| P | | | | | | 0.000 |

Factor analysis can be continued, because the KMO value is higher than 0.6, and the analysis is meaningful while the Bartlett test p value is less than 0.05, (Saylan, 2008). To reveal the dimensions in the factor analysis, the Direct rotation method was selected and because of the analysis, it was revealed that there are five factors. The five factors explain 44.238% of the total variance. In multi-factor designs, a variance of over 50% is considered sufficient (Büyüköztürk, 2005; Tavşancıl, 2005). The number of items loading onto each factor was determined as follows: 16 items for the first factor, 11 items for the second factor, 11 items for the third factor, 10 items for the fourth factor, and 9 items for the fifth factor. On the other hand, as a result of the exploratory factor analysis, it is seen that the factor loadings of the items are above 0.40 and are at an acceptable level.

### 4.3. Solution and Interpretation of the Obtained Data

Skewness and kurtosis values were calculated to examine the distribution of the measurement data. The skewness coefficient for the environmental sustainability data from the organizational Sustainability dimensions is -2.143, and the kurtosis value is 2.147. The skewness value of the cultural sustainability measurement data is -1.089, the kurtosis value is 0.758. The skewness value of the social sustainability measurement data is -0.968, the kurtosis value is 1.833. The skewness value of the economic sustainability measurement data is -0.521, the kurtosis value is -0.098. The skewness value of the managerial sustainability measurement data is -1,725, the kurtosis value is 2,489. In order to minimize the risk of Type I and Type II errors, parametric analyses should be conducted in accordance with skewness and kurtosis values (Karagöz, 2016: 646). The results indicated that the data met the assumptions of normality, thus allowing for the application of parametric tests. Also, considering the sufficiency of the sample size, analyses aligned with the research hypotheses were implemented using parametric techniques.

The T Test is used to determine whether there are significant differences in the two data groups in terms of averages (Kalaycı, et al., 2010: 74). The analysis of variance examines whether there are significant differences among groups when there are more than two. There are certain assumptions, such as the data for the dependent variable being at least at the interval level, the specified scores showing a normal distribution across the levels of the dependent variable, and the absence of a relationship between the samples whose means are being compared (Büyüköztürk, 2005: 47–48). Correlation is a technique that describes the nature, strength, and degree of the relationship between variables in a data set (Özdamar, 2015: 379). In the framework of the study, statistical analyses were applied on a significance value of $p<0.05$. In this section, the findings and comments arising from the analysis of the data collected through the survey are considered. The statements related to Organizational Sustainability were presented to the subjects in a five-point Likert style. The analysis results are presented in Table 4.

### 4.4. Hypothesis Testing

**H1: A Statistically Significant Difference Between the Gender variable and Organizational Sustainability Dimensions is seen.**

**Table 4: Independent Samples T-Test Analysis Results by Gender Variable**

| | | N [i] | $\bar{X}$ | S. Divergence | t [ii] | p [iii] |
|---|---|---|---|---|---|---|
| **Environmental Sustainability** | Female | 51 | 4.5098 | ,3152 | 0.185 | 0.854 |
| | Male | 158 | 4.5000 | ,3344 | | |
| **Cultural Sustainability** | Female | 51 | 4.3725 | ,4784 | 0.902 | 0.368 |
| | Male | 158 | 4.2975 | ,5283 | | |
| **Social Sustainability** | Female | 51 | 4.4622 | ,3483 | 0.604 | 0.546 |
| | Male | 158 | 4.4304 | ,3196 | | |
| **Economic Sustainability** | Female | 51 | 4.4118 | ,3736 | -0.668 | 0.505 |
| | Male | 158 | 4.4541 | ,3999 | | |
| **Managerial Sustainability** | Female | 51 | 4.4179 | ,4356 | 0.160 | 0.873 |
| | Male | 158 | 4.4078 | ,3742 | | |

**Notes: (i)** n=209, **(ii)** Independent Samples T Test **(iii)** * The relationship is significant at the level of 0.05

When the differences between gender groups were examined using the independent samples t-test, it was observed that the p-values for all five sub-factors were higher than 0.05. Considering these results, it can be concluded that there is no statistically significant difference between female and male participants in terms of the five factors. In summary, it can be stated that male and female participants had similar means across each of the sub-factors. In the light of these results, it can be concluded that there is no statistically significant difference between the gender variable and the dimensions of organizational Sustainability.

**H2: A Statistically Significant Difference Between the Age variable and Organizational Sustainability Dimensions is seen.**

**Table 5: One-Way Analysis of Variance Results by Age Variable**

| | | N [i] | $\bar{X}$ | S. Divergence | F [ii] | P [iii] |
|---|---|---|---|---|---|---|
| **Environmental Sustainability** | 20-30 years old | 45 | 4.448 | ,384 | 1.007 | 0.367 |
| | 31-40 years old | 120 | 4.528 | ,330 | | |
| | 41-50 years old | 44 | 4.489 | ,258 | | |
| **Cultural Sustainability** | 20-30 years old | 45 | 4.276 | ,500 | 0.181 | 0.835 |
| | 31-40 years old | 120 | 4.330 | ,522 | | |
| | 41-50 years old | 44 | 4.318 | ,529 | | |
| **Social Sustainability** | 20-30 years old | 45 | 4.368 | ,342 | 2.325 | 0.100 |
| | 31-40 years old | 120 | 4.436 | ,315 | | |
| | 41-50 years old | 44 | 4.516 | ,329 | | |
| **Economic Sustainability** | 20-30 years old | 45 | 4.411 | ,430 | 0.334 | 0.717 |
| | 31-40 years old | 120 | 4.462 | ,398 | | |
| | 41-50 years old | 44 | 4.426 | ,343 | | |
| **Managerial Sustainability** | 20-30 years old | 45 | 4.378 | ,454 | 0.223 | 0.800 |
| | 31-40 years old | 120 | 4.415 | ,381 | | |
| | 41-50 years old | 44 | 4.430 | ,342 | | |

**Notes: (i)** n=209, **(ii)** ANOVA Test **(iii)** * The relationship is significant at the level of 0.05

When the differences between age groups are examined by ANOVA test, it is seen that the p values are higher than 0.05 in terms of 5 sub-factors. In the light of these results, it can be concluded that there is no statistically significant difference between the age groups (20-30, 31-40, and 41-50) in terms of 5 factors. In summary, regardless of the age group, it can be said that the participants had similar averages in each factor. In the light of these results, there is no statistically significant difference between the age variable and organizational Sustainability dimensions.

**H3: A Statistically Significant Difference Between the marital status variable and the Organizational Sustainability Dimensions is seen.**

**Table 6: Independent Samples T-Test Analysis Results by Marital Status Variable**

| | | N [i] | $\bar{X}$ | S. Divergence | t [ii] | P [iii] |
|---|---|---|---|---|---|---|
| **Environmental Sustainability** | Married | 159 | 4.519 | ,300 | 1.293 | 0.198 |
| | Single | 50 | 4.450 | ,407 | | |
| **Cultural Sustainability** | Married | 159 | 4.308 | ,526 | -.505 | 0.614 |
| | Single | 50 | 4.348 | ,488 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Social Sustainability** | Married | 159 | 4.446 | ,336 | ,592 | 0.555 |
| | Single | 50 | 4.414 | ,296 | | |
| **Economic Sustainability** | Married | 159 | 4.454 | ,384 | ,696 | 0.487 |
| | Single | 50 | 4.410 | ,422 | | |
| **Managerial Sustainability** | Married | 159 | 4.432 | ,368 | 1.469 | 0.143 |
| | Single | 50 | 4.340 | ,446 | | |

**Notes: (i)** n=209, **(ii)** Independent Samples T Test **(iii)** * The relationship is significant at the level of 0.05

When the differences between marital status groups are examined with the independent sample t test, it is seen that the p values are higher than 0.05 in terms of 5 sub-factors. In the light of these results, it can be said that there is no statistically significant difference between married and single in terms of 5 factors. In summary, it can be said that married and single people have similar averages in each of the sub-factors. In the light of these results, there is no statistically significant difference between the marital status variable and the organizational Sustainability dimensions.

**H4: A Statistically Significant Difference Between the Income Status variable and the Organizational Sustainability Dimensions is seen.**

**Table 7: One-Way Analysis of Variance Results by Income Level Variable**

| | | N[i] | $\bar{X}$ | S. Divergence | F[ii] | P[iii] |
|---|---|---|---|---|---|---|
| **Environmental Sustainability** | 17.500_and_below | 33 | 4.424 | ,469 | ,910 | ,437 |
| | 17.500-25.000 | 85 | 4.514 | ,319 | | |
| | 25.001-35.000 | 66 | 4.505 | ,283 | | |
| | 35.001-45.000 | 25 | 4.560 | ,240 | | |
| **Cultural Sustainability** | 17.500_and_below | 33 | 4.400 | ,412 | ,887 | ,449 |
| | 17.500-25.000 | 85 | 4.256 | ,582 | | |
| | 25.001-35.000 | 66 | 4.318 | ,490 | | |
| | 35.001-45.000 | 25 | 4.400 | ,469 | | |
| **Social Sustainability** | 17.500_and_below | 33 | 4.398 | ,300 | 1.288 | ,280 |
| | 17.500-25.000 | 85 | 4.402 | ,333 | | |
| | 25.001-35.000 | 66 | 4.498 | ,329 | | |
| | 35.001-45.000 | 25 | 4.457 | ,322 | | |
| **Economic Sustainability** | 17.500_and_below | 33 | 4.325 | ,453 | 2.330 | ,076 |
| | 17.500-25.000 | 85 | 4.515 | ,373 | | |
| | 25.001-35.000 | 66 | 4.398 | ,367 | | |
| | 35.001-45.000 | 25 | 4.480 | ,414 | | |
| **Managerial Sustainability** | 17.500_and_below | 33 | 4.343 | ,400 | ,856 | ,465 |
| | 17.500-25.000 | 85 | 4.426 | ,403 | | |
| | 25.001-35.000 | 66 | 4.390 | ,404 | | |
| | 35.001-45.000 | 25 | 4.498 | ,265 | | |

**Notes: (i)** n=209, **(ii)** ANOVA Test **(iii)** * The relationship is significant at the level of 0.05

When the differences between income level groups were examined using the one-way ANOVA test, it was observed that the p-values for all five sub-factors were higher than 0.05. Considering these results, it can be deduced that there is no statistically significant difference between income level groups in terms of the five factors. In summary, regardless of income level, participants were found to have similar meaning across each of the factors. Considering these results, no statistically significant difference was found between the income level variable and the dimensions of organizational sustainability.

**H5: A statistically significant difference between the length of service at the organization and the dimensions of organizational sustainability is seen.**

**Table 8: One-Way Analysis of Variance Results by Length of Service at the Organization Variable**

| | | N[i] | $\bar{X}$ | S. Divergence | F[ii] | P[iii] | Posthoc Test [iv] |
|---|---|---|---|---|---|---|---|
| Environmental Sustainability | Less than 1 year | 12 | 4.431 | ,446 | 2.818 | 0.026 | 1-5 years < 6-10 years and 16 years and above |
| | 1-5 years | 34 | 4.363 | ,465 | | | |
| | 6-10 years | 40 | 4.571 | ,213 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | 11-15 years | 91 | 4.502 | ,309 | | |
| | 16 years and over | 32 | 4.594 | ,232 | | |
| Cultural Sustainability | Less than 1 year | 12 | 4.383 | ,568 | ,862 | 0.487 |
| | 1-5 years | 34 | 4.223 | ,539 | | |
| | 6-10 years | 40 | 4.250 | ,516 | | |
| | 11-15 years | 91 | 4.332 | ,536 | | |
| | 16 years and over | 32 | 4.425 | ,409 | | |
| Social Sustainability | Less than 1 year | 12 | 4.405 | ,297 | 1.423 | ,227 |
| | 1-5 years | 34 | 4.336 | ,332 | | |
| | 6-10 years | 40 | 4.414 | ,341 | | |
| | 11-15 years | 91 | 4.469 | ,319 | | |
| | 16 years and over | 32 | 4.500 | ,324 | | |
| Economic Sustainability | Less than 1 year | 12 | 4.417 | ,431 | 1.263 | ,286 |
| | 1-5 years | 34 | 4.404 | ,426 | | |
| | 6-10 years | 40 | 4.431 | ,400 | | |
| | 11-15 years | 91 | 4.417 | ,387 | | |
| | 16 years and over | 32 | 4.586 | ,339 | | |
| Managerial Sustainability | Less than 1 year | 12 | 4.365 | ,419 | 1.874 | ,116 |
| | 1-5 years | 34 | 4.265 | ,473 | | |
| | 6-10 years | 40 | 4.392 | ,456 | | |
| | 11-15 years | 91 | 4.449 | ,315 | | |
| | 16 years and over | 32 | 4.492 | ,359 | | |

**Notes: (i)** n=209, **(ii)** ANOVA Test **(iii)** * The relationship is significant at the level of 0.05 **(iv)** Tukey test

When the differences between length of service groups were examined using the one-way ANOVA test, it was observed that the p-value was below 0.05 only for the environmental sustainability sub-factor, while the p-values for the other four sub-factors were above 0.05. In light of these results, the reason for the difference in the environmental sustainability factor was examined using the Tukey test, which revealed that the difference stemmed from the 1–5 years group having a lower mean compared to the 6–10 years and 16 years or more groups. No significant differences were observed between the groups in terms of the other factors. When examining the dimensions of sustainability in terms of tenure, it can be seen that employee sustainability varies with length of tenure only in the environmental sustainability sub-factor. However, in the other sustainability sub-dimensions, employee sustainability averages are similar across all factors as length of tenure increases.

**H6: A statistically significant difference between the educational background variable and the dimensions of organizational sustainability is seen.**

**Table 9: One-Way Analysis of Variance (ANOVA) Results by Educational Background Variable**

| | | **N[i]** | $\bar{X}$ | **S. Divergence** | **F[ii]** | **P[iii]** |
|---|---|---|---|---|---|---|
| Environmental Sustainability | High school | 61 | 4.560 | ,306 | 0.994 | 0.397 |
| | Associate degree | 54 | 4.475 | ,357 | | |
| | Bachelor's Degree | 93 | 4.478 | ,327 | | |
| | Postgraduate | 1 | 4.667 | - | | |
| Cultural Sustainability | High school | 61 | 4.377 | ,462 | 2.634 | 0.055 |
| | Associate degree | 54 | 4.419 | ,427 | | |
| | Bachelor's Degree | 93 | 4.211 | ,579 | | |
| | Postgraduate | 1 | 4.800 | - | | |
| Social Sustainability | High school | 61 | 4.457 | ,294 | 0.584 | 0.626 |
| | associate degree | 54 | 4.473 | ,269 | | |
| | Bachelor's Degree | 93 | 4.405 | ,345 | | |
| | Postgraduate | 1 | 4.429 | - | | |
| Economic Sustainability | High school | 61 | 4.471 | ,401 | 0.950 | 0.417 |
| | associate degree | 54 | 4.370 | ,431 | | |
| | Bachelor's Degree | 93 | 4.470 | ,365 | | |
| | Postgraduate | 1 | 4.250 | - | | |
| Managerial Sustainability | High school | 61 | 4.410 | ,413 | 0.702 | 0.552 |

| | | | |
|---|---|---|---|
| Associate degree | 54 | 4.349 | ,410 |
| Bachelor's Degree | 93 | 4.446 | ,361 |
| Postgraduate | 1 | 4.437 | - |

**Notes: (i)** n=209, **(ii)** ANOVA Test **(iii)** * The relationship is significant at the level of 0.05

When the differences between educational background groups were examined using the one-way ANOVA test, it was observed that the p-values for all five sub-factors were higher than 0.05. In light of these results, it can be inferred that there is no statistically significant difference between educational background groups in terms of the five factors. In summary, regardless of educational background, participants were found to have similar meaning across each of the factors. Considering these results, no statistically significant difference was found between the educational background variable and the dimensions of organizational sustainability.

### 4.5. The Relationship of the Sub-Factors of Sustainability

**Table 10: Relationship Between Sub-Factors**

| | | Environmental Sustainability | Cultural Sustainability | Social Sustainability | Economic Sustainability | Managerial Sustainability |
|---|---|---|---|---|---|---|
| **Environmental Sustainability** | **Correlation** | 1 | ,304** | ,265** | ,215** | ,100 |
| | **p value** | | ,000 | ,000 | ,002 | ,150 |
| **Cultural Sustainability** | **Correlation** | | 1 | ,349** | ,185** | ,144* |
| | **p value** | | | ,000 | ,007 | ,037 |
| **Social Sustainability** | **Correlation** | | | 1 | ,180** | ,414** |
| | **p value** | | | | ,009 | ,000 |
| **Economic Sustainability** | **Correlation** | | | | 1 | ,186** |
| | **p value** | | | | | ,007 |
| **Managerial Sustainability** | **Correlation** | | | | | 1 |
| | **p value** | | | | | |

When examining the relationships between the factors, it was observed that all relationships were statistically significant (p-values < 0.05), except for the relationship between environmental sustainability and managerial sustainability (p = 0.15 > 0.05). When examining the correlation coefficients, it was observed that the values ranged between 0.180 and 0.414. This shows that the relationships are statistically significant but at a low level. There is a positive relationship between all dimensions of sustainability except environmental sustainability and managerial sustainability. When one increases, the other also increases.

Among the hypotheses stated in the research model and hypotheses section—H7, H8, H9, H10, H11, H12, H13, H14, H15, and H16—it can be concluded that only "H10: Environmental sustainability has a positive effect on managerial sustainability" (H10 – Rejected) was rejected, while the others were accepted.

### Result and Suggestıons

Sustainability is a comprehensive strategy that includes society in its entirety and develops solutions that may be possible within the framework of the current approach. In this process, it aims to ensure the continuity of resources with a holistic approach, considering both the natural balance and future generations. In this study, it is known that sustainability, which is evaluated within the scope of social, economic, cultural, managerial, and environmental dimensions, plays a significant role in improving social well-being, improving economic performance, and providing environmental protection. It is also known that elements such as leadership, innovation, human resource management and business ethics occupy a prominent place to ensure sustainability in organizations effectively. The relationship between the environment and sustainability is especially important for the long-term success of organizations and the quality of life of society. It is observed that crisis factors such as global warming, climate change and environmental pollution, which lead to functioning disorders in organizations, can negatively affect production and consumption activities in organizations and harm economic sustainability. However, it is also obvious that if environmental crises are managed correctly, they can turn into opportunities in terms of sustainability. In this context, it has been concluded that organizations contribute to the sustainability of the natural environment, can strengthen their positions in a competitive environment and, as a result, can make a profit in the long term. An increasing number of enterprises are contributing to sustainable development by adopting environmental principles and values, and it is observed that they are working in accordance with the demands of the public authority, as well as working with the awareness of "social responsibility" to become socially economically sustainable organizations. The evaluations made within this framework are significant for the development of sustainability approaches in organizations.

In this study The KMO value was determined as 0.635 and it was decided that the scale was suitable for evaluation. The items collected under the five dimensions of the scale (Environmental, Cultural, Social, Economic, and Managerial Sustainability) appropriately represent their respective sub-dimensions in accordance with the literature. To measure the reliability of each sub-dimension, Cronbach's Alpha analysis was conducted, and Cronbach's alpha values for the five dimensions were determined as 0.810, 0.903, 0.769, 0.726, and 0.901, respectively. As a result of the factor analysis of this scale, a five-dimensional structure was obtained, with eigenvalues ranging from 2.142 to 6.459 and factor loadings ranging from 6.167 to 14.621. The Cronbach Alpha Coefficient of the scale was found to be 0.842. A good Cronbach's alpha value for the scale increases confidence in its accuracy (Sijtsma, 2009). Values ranging from 0.70 to 0.89 are regarded as high, whereas values between 0.90 and 1.00 are classified as very high (Weis and Schank, 1997: 366-369). Since our study value was above 0.80, it can be concluded that it is highly reliable.

In the context of the study, statistical analyses were conducted on a significance value of $p<0.05$. This section presents the findings and interpretations derived from the analysis of the data collected through the survey. Based on the analysis conducted according to demographic variables, it can be said that there is no statistically significant difference between gender, age, marital status, education, and income variables and the dimensions of organizational sustainability. When the differences between groups based on length of service at the organization were examined using the ANOVA test, it was seen that the p-value was below 0.05 only for the environmental sustainability sub-factor, while the p-values for the other four sub-factors were above 0.05. In light of these results, the reason for the difference in the environmental sustainability factor was examined using the Tukey test, and it was concluded that the difference stemmed from the 1–5 years group having a lower mean compared to the 6–10 years and 16 years or more groups. No significant differences were seen between the groups in terms of the other factors. When examining the dimensions of sustainability within the context of tenure at the company, it can be seen that employee sustainability varies as tenure increases only in the environmental sustainability sub-factor. However, as tenure increases in the other sustainability sub-dimensions, employee sustainability averages are similar across all factors.

When the relationships between the factors were examined, it was seen that all relationships were statistically significant (p-values < 0.05), except for the relationship between environmental sustainability and managerial sustainability ($p = 0.15 > 0.05$). When the correlation coefficients were examined, it was seen that the values ranged between 0.180 and 0.414. This shows that the relationships are statistically significant but at a low level. Among the hypotheses stated in the research model and hypotheses section—H7, H8, H9, H10, H11, H12, H13, H14, H15, and H16—it can be concluded that only the hypothesis "H10: Environmental sustainability has a positive effect on managerial sustainability" (H10 – Rejected) was rejected, while the others were accepted. It can be said that employees' gender, age, marital status, income level, education level, and tenure at the organization generally have similar averages for each factor in terms of sustainability continuity. Besides the relationship between environmental sustainability and administrative sustainability, the other dimensions of sustainability, cultural sustainability, social sustainability, and economic sustainability, were found to have a positive relationship. The limited number of studies conducted and the specific sector should be considered a limitation, and this should be taken into account when interpreting the study.

In this sense, the following suggestions can be included:

1. Scarce resources should be used efficiently and effectively.

2. Organizations should ensure that their human resources are selected appropriately during the recruitment process and employed in the right positions.

3. Acceptable wishes and expectations of stakeholders should be considered, and the decision-making process should be supported by keeping it dynamic and up to date.

4. Polluting the environment should be strictly avoided.

5. Recycling should be given importance.

6. It should not be forgotten that the resources we have and use today have been entrusted to us from the past and we should deliver them to future generations in a healthy way.

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## EXTENDED ABSTRACT

*GENİŞLETİLMİŞ ÖZET*

### THE EFFECT OF ORGANIZATIONAL SUSTAINABILITY DIMENSIONS ON ORGANIZATIONS IN THE AUTOMOTIVE SECTOR

The concept of sustainability, while present in resources related to fields such as forestry and agriculture throughout the 20th century, has also begun to be discussed in areas such as politics, economics, production, technology, urbanization, and tourism since the end of that century. Therefore, it can be said that sustainability is a concept addressed by multiple disciplines (Ünsal, 2023). In addition to the generally considered economic, environmental, and social dimensions of sustainability, this study also includes cultural sustainability (Ketprapakorn and Kantabutra, 2022: 638-640) and managerial sustainability (Thakhathi et al., 2019: 246-248), as addressed by some authors. All of these dimensions are important for businesses. This study provides a definition of sustainability within a conceptual framework and discusses its importance for organizations, conducts a literature review on the subject, and highlights the similarities and differences between this study and the aforementioned research. Similarly, the automotive sector, which is very important for our country's businesses and economy, was briefly analyzed, and the impact of sustainability dimensions on organizations was applied to automotive company employees using a scale. Sustainability in organizations can be defined as the development and implementation of strategic plans by an organization or business to ensure long-term success in social, economic, and environmental terms (Cagnin, Loveridge, and Butler, 2005). The primary goals of organizations include the production of goods and services to meet economic needs. However, changes have occurred in business understanding over time, making it necessary to add social, environmental, and other dimensions to the sustainability of businesses (Tüyen, 2020). Organizations are now striving to create long-term value from a social perspective alongside environmental sensitivity (Tokgöz and Önce, 2009), to maintain equal distance from environmental awareness and social responsibility (Tüyen, 2020; Wang and Lin, 2007), and are also concerned with innovation (Tüyen, 2020) and the human resources they possess and their efficient use (Enhert, 2006).

No study was found that completely matched the title of this study. In this sense, it can be stated that it is an original study. However, some studies that evaluate the relationship between different factors and each of the sustainability elements of organizations are included below. One of these studies is “Organizational Sustainability Determinants in Different Cultural Settings: A Conceptual Framework” by Horak, Arya and İsmail (2018). On the other hand, in addition to the study “Examination of Turkish Businesses in the Perspective of Sustainability and Green Innovation” by Tepe and Küçükoğlu (2014), the studies “Sustainability Assessment in Manufacturing Organizations: Development of Assessment Models” by Sangwan, Bhakar and Digalwar (2018) and “Integrated Quality and Supply Chain Management Business Diagnostics for Organizational Sustainability Improvement” by Bastas and Liyanage (2019) were also carefully examined within the scope of this study. Research on the Impact of Organizational Sustainability Dimensions on Organizations in the Automotive Sector: The organizational sustainability scale developed by Argon and Gültekin (2020) was applied to employees in the automotive sector operating in the Konya industrial zone. In the study, the variable is considered with five dimensions (environmental, social, economic, cultural, and managerial sustainability). In the research, the scale consists of 38 statements (In the questionnaire used in our research, only one statement related to students in the education field was removed (39-1=38). The main target group of the study is full-time employees in the automotive sector. Three companies operating in this sector were selected using the random sampling method. The questionnaire was distributed to all personnel (243) working in these companies. The study data was collected from 227 people who voluntarily participated in the questionnaire. After removing those that were not completed, 209 questionnaires were used in the research.

In this study, the KMO value was determined as 0.635, and it was decided that the scale was suitable for evaluation. The items collected in the five dimensions (Environmental, Cultural, Social, Economic, Managerial) of the scale represent a sub-dimension of sustainability in accordance with the literature, and Cronbach Alpha analysis was performed to measure the reliability value of each sub-dimension. The Cronbach alpha values for the five dimensions were determined as 0.810; 0.903; 0.769; 0.726 and 0.901, respectively. The factor analysis of this scale resulted in a five-dimensional structure with eigenvalues ranging from 2.142 to 6.459 and factor loadings ranging from 6.167 to 14.621. Statistical analyses were evaluated at a significance level of $p<0.05$. In the analysis based on demographic variables, it can be said that there is no statistically significant difference between gender, age, marital status, education, and income variables and the organizational sustainability dimensions. When differences between groups based on length of service within the institution were examined using ANOVA, it was observed that only the environmental sustainability sub-factor had a p-value lower than 0.05 among the 5 sub-factors; the other 4 factors had p-values higher than 0.05. In light of these results, when the reason for the difference in the environmental sustainability factor was examined using the Tukey test, it was concluded that the difference stemmed from the 1-5 year group having a lower average than the 6-10 and 16 year and over groups. No differences were observed between the groups in terms of other factors. When the relationship between the factors was examined, it was seen that all relationships were statistically significant (other p-values < 0.05), except for the relationship between environmental sustainability and managerial sustainability (o=0.15>0.05). When the correlation coefficients were examined, it was seen that the value ranged from 0.180 to 0.414. This indicates that the relationships are statistically significant but at a low level.

## KATKI ORANI BEYANI VE ÇIKAR ÇATIŞMASI BİLDİRİMİ

| | |
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