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The Impacts of Green Climate and Corporate Social Responsibility on Organizations' Environmental Performance and Cost Efficiency

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Abstract: The aim of this study is to examine the effects of green organizational climate and corporate social responsibility (CSR) on organizational environmental performance and cost efficiency of organizations. To address the gap, a cross-sectional design was executed through convenience sampling from 355 professionals working in various sectors including Technology, Communication, Manufacturing, Banking & Finance, Education, Healthcare, Marketing, etc. in Turkey. To measure the variables of the study, scales previously used in literature and whose reliability and validity have been determined were used. All scale items were adapted by the researcher, and validity was confirmed by consulting experts. Additionally, the cost efficiency scale was created by the researcher based on previous international studies and validated by the university scholars working on those subjects. According to the statistical analysis, the findings indicated that both green climate and CSR was positively associated with organizational environmental performance and cost efficiency. It was seen that green climate and CSR significantly increased organizational environmental performance and cost efficiency. Taken together, this study contributes to the literature by (1) introducing the validated scales measuring the research variables, (2) empirically identifying the associates of green climate and CSR with cost efficiency, and (3) integrating multiple variables into a unified model of green climate and CSR in the various sectors. The findings of the study are discussed and addressed from a theoretical and practical perspective. Furthermore, suggestions for further studies are presented and the limitations of the study are mentioned.

Keywords: Green Climate, Corporate Social Responsibility, Organizational Environmental Performance, Cost Efficiency

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1. Introduction

Environmentally conscious management approach accelerates the development of green climate and social responsibility in organizations that want to increase their performance, competitiveness and sustainability. The development of green climate and corporate social responsibility (CSR) in organizations from almost every industry is important because it contributes to the organizational environmental performance and sustainability of the organization as well as increasing the efficient use of resources which leads to cost efficiency. It has been observed that there is not enough research and findings in the existing literature on this subject. Therefore, the aim of this study is to examine the effects of green organizational climate and CSR on organizational environmental performance and cost efficiency in businesses in various sectors. To address the gap, a cross-sectional design was executed through convenience sampling from participants working in various sectors including in Turkey.

2. Conceptual Framework and Development of the Hypothesis

Although previous evidence showed that green climate and corporate social responsibility have positive effects on organizational performance outcomes (Malik et al., 2021; Zhao et a., 2021; Niazi et al., 2023; Zhou and Zeng., 2024), there is a gap in research on their relations with organizational environmental performance and cost efficiency. Particularly, within the scope of Corporate Social Responsibility Approach, various outcomes such as environmental protection, organizational performance, corporate image and sustainability have been studied (e.g., Arendt and Brettel, 2010; Alrubaiee et al., 2017; Le, 2023; Sarfraz et a.l, 2023; Fosu et al., 2024).

In the literature, the associations between green climate and corporate social responsibility (CSR) and organizational environmental performance (OEP) have been studied within various organizational settings and industries. This study focused on the investigation of how organizational green climate, CSR, organizational environmental performance and cost efficiency are associated. The study was built on "Organizational Pro-Environmental Behaviors", "Corporate Stakeholder Theory" and "Corporate Social Responsibility Approach" while examining the concepts of the study.

As one of the independent variable of the study, "green climate" has been described in the literature as the climate that applies to corporations that achieve sustainable objectives by implementing a range of pro-environmental policies (Chou, 2014; Nortonet al., 2014; Paillé et al., 2014; Ramus, 2002). Creen climate is related with implementation of pro-environmental policies and the awareness of the employees about the importance and application of these policies and values (Dumont et al., 2017; Sharif and Malik, 2025). Perceived green climate in organizations is the perception of the employee about the organization's pro-environmental policies, processes, and practices that reflect the organization's green values. Creen climate contributes to business organizations' environmental performance, economic and social efficiency and achieving long-term goals such as competitiveness and sustainability (e.g., Dumont et al., 2017; Das et al., 2019; Zhang et al., 2023; Khalid et al., 2024).

Based on the organizational environmental behavior theory, green climate influences the levels of both organizational environmental performance and economic performance. Thus, creating a green climate should have a positive impact on the OEP and organizational cost efficiency. Several researchers and practitioners have argued that this is the case (Polat, 2025; Younis and Hussein, 2023; Shumaila Naz et al., 2021; Pham et al., 2020; Ruepert et al., 2016).

Furthermore, Stakeholder theory posits that a company must consider the interests of all stakeholders who can influence or are influenced by its operations, in order to achieve both its obligatory organizational goals and its voluntary social welfare objectives (Freeman, 1984). This theory explains the relationships between companies and their employees, customers, suppliers, and society as a whole (Donaldson and Preston, 1995).

Corporate Social Responsibility (CSR), as the second independent variable of the study, is defined as a firm's consideration of issues beyond its economic, technical, and legal requirements, with the aim of achieving social benefits alongside its economic goals (Yıldız, 2025). CSR refers to an important managerial approach in which firms not only focus on their economic objectives but also take into account their social and environmental responsibilities (Carroll, 1991). In addition, CSR represents the activities of companies to minimize or eliminate any negative and harmful effects they may cause to society and to maximize long-term social benefits (Mohr et al., 2001). CSR is a determinant of healthy societies, OEP, organizational effectiness and sustainability.

Today, increasing environmental problems and sustainability expectations have made it necessary for firms to improve their environmental performance. In this context, CSR practices play a critical role in enhancing organizational environmental performance. Within the scope of CSR activities, firms focus on environmental issues such as energy efficiency, waste management, reduction of carbon emissions, and sustainable use of natural resources. These practices not only help to reduce environmental impacts but also contribute to firms in gaining competitive advantage and strengthening their corporate reputation (Porter and Kramer, 2006). Therefore, a positive relationship between CSR and environmental performance is widely accepted in the literature (e.g., Chuang and Huang, 2018; Kraus et al., 2020; Gazi et al., 2024).

However, the effectiveness of CSR practices depends on the firm's strategic approach. While symbolic or image-oriented CSR activities may have a limited impact on environmental performance, strategically integrated CSR

policies lead to more sustainable and measurable environmental outcomes (Bansal, 2005; Gazi et al., 2024). In addition, stakeholder pressure, legal regulations, and market dynamics are among the important factors shaping this relationship. In sum, CSR practices can be considered an important tool for improving organizational environmental performance. In order for firms to achieve their environmental sustainability goals, CSR should be positioned at the core of their corporate strategies.

As the dependent variable of the study, organizational environmental performance (OEP) refers to the extent to which an organization engages in activities that have a positive impact on the environment. OEP concerns with the practices that positively influence the environment. Environmental management basically has two major objectives; firstly, to control the level of pollution in an environment, and secondly, to upgrade the environment to an acceptable level (Rawashdeh, 2018; Yasamis, 2011). Hence, in order to protect the environment, firms strongly adopt effective environmental management practices, implementing green climate and increasing CSR activities (Jackson and Seo, 2010).

OEP has been widely examined in the literature, with various internal and external antecedents identified as key drivers. Among internal factors, managerial commitment, organizational culture, and the adoption of environmental management systems play a significant role in improving environmental outcomes (Jabbar and Abid, 2014; Bakhsh Magsi et al., 2018). For instance, green human resources management, proactive leadership and a sustainability-oriented culture encourage firms to integrate environmental considerations into their strategic decisions (Rawashdeh, 2018). Externally, stakeholder pressure, regulatory frameworks, and market competition are critical determinants of OEP. Firms facing strong regulatory requirements and increasing expectations from customers, investors, and society are more likely to enhance their environmental practices. Overall, both internal capabilities and external pressures jointly shape the level of organizational environmental performance (Hart, 1995; Bansal, 2005; Delmas & Toffel, 2008; Aragón-Correa et al., 2008). Additionally, corporate social responsibility (CSR) initiatives have been recognized as an important antecedent, as they promote environmentally responsible behaviors and practices within organizations. Relatively few studies have investigated this topic and found a positive and significant effects of green climate and CSR practices on OEP.

In line with the preceding arguments and research findings, the first and second hypotheses of this study are proposed as follows.

H1: Green climate has positive impact on organizational environmental performance.
H2: CSR has positive impact on organizational environmental perofrmance.

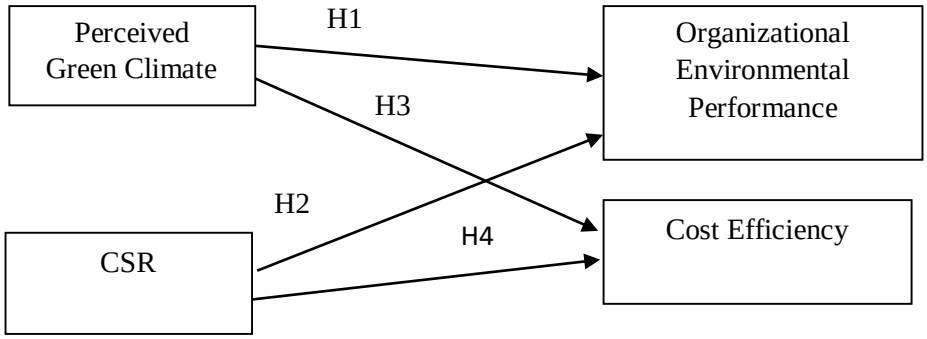
On the other side, cost efficiency is examined as the second dependent variable in the study. Cost efficiency is defined as delivering products or services using the least amount of resources while still meeting quality expectations. Cost efficiency is defined as the ability of a firm to deliver products or services using the minimum level of resources while maintaining required quality standards (Porter, 1985). According to Lovelock and Wirtz's (2011) definition, **c**ost efficiency is the extent to which an organization optimally utilizes its resources to achieve desired outputs at the lowest possible cost. Briefly, cost efficiency is the extent to which a company's cost is used to achieve the best performance by using the optimum level of input.

Thereby, in business, it helps maximize profitability by reducing waste and optimizing processes. A competitive and efficient company minimizes its operating and interest costs to achieve an output. It is suggested that when organizations implement green climate policies, it also helps the efficient use of the resources and execute efficient operations (e.g., Zeng et al., 2021). Also, CSR activities contributes to optimum use of resources in order to gain best performance in social responsibility areas (e.g., Gaurangkumar, 2015; Gligor-Cimpoieru et al.,2015; Poulin, 2018). In support to the previous arguments, the third and forth hypothesis of this study are suggested as below.

H3: Green climate has positive impact on organizational cost efficiency.
H4: CSR has positive impact on organizational cost efficiency.

Based on the discussions presented so far and the findings in the existing literature, the theoretical framework of this study has been established as follows.

Figure 1. The Conceptual Framework of the Study



3. Methodology

3.1. Statistical population and Procedure

A cross-sectional design was executed through convenience sampling from 355 professionals working in various sectors including Technology, Communication, Manufacturing, Banking &Fınance, Education, Healthcare, Marketing, etc. in Turkey.

A field survey using questionnaires was conducted between April 2025 and September 2025. To measure the variables of the study, scales previously used in literature and whose reliability and validity have been determined were used. All scale items were adapted by the researcher, and validity was confirmed by consulting experts. Additionally, the cost efficiency scale was created by the researcher based on previous international studies and validated by the university scholars working on those subjects. Table 1 shows the descriptive statistics of respondents.

Table 1. Descriptive statistics of respondents

Item	Description	Percentage
Gender	Male	35%
	Female	65%
Age	22-35	58%
	36-50	34%
	51+	8%
Education	Bachelor Degree	81%
	Master	18%
	Doctorate	1%

3.2. Instruments

Five-point likert scales were used for evaluating the items (from 1=Strongly Disagree to 5=Strongly Agree). Totally the questionnare is composed of 41 items. Green Climate was measured by using the scale developed and validated by Norton et al. (2014). The scale is composed of 8 items. CSR was measured by using items developed by Maignen and Ferrell (2001) based on the work of Carroll (1991). Various sttudies in literature have used the scale. It assesses perceptions of 4 dimensions of corporate social responsibility: economic, legal, ethical, and voluntary, using 17 statements. A reliability and validity studies were conducted in the study by Avcı and Akdemir (2014).

The environmental performance scale is a 6-item, single-dimension scale developed by Zhu et al. (2008). The reliability study was conducted by Başköy and Öztürk (2024). The cost-effectiveness scale was created by the researcher with 10 items based on Alagöz et al. (2006) and previous international studies and conceptualizations.

3.3. Reliability and Validity

To test the content validity, after devising a framework for the questionnaire, the author asked 5 professors to modify it if needed. These professors evaluated all the implemented criteria in the questionnaire and confirmed it. Also face validy was confirmed through the participation of 5 people. Further, Exploratory Factor Analysis (EFA) was perfomed to For reliability evaluation the author utilized Cronbach's alpha. The Cronbach's alpha reliability of all 4 variables were more than 0.7, which indicates that all the scales demonstrated good reliability (Table 2).

Table 2. The summary statistics of survey

	Mean(M)	Std.Dev.(SD)	Cronbach Alpha (α)
Green Climate	3,634	,752	,842
CSR	3,844	1,075	,851
Economic	3,717	1,169	,854
Legat	4,055	1,117	,852
Ethical	3,052	,801	,829
Voluntary	3,063	1,242	,830
Env.Performance	3,664	1,127	,876
Cost Efficiency	3,341	1,004	,815

4. Findings

Correlation analysis and regression analysis were performed to evaluate the relationships between the research variables and to test the hypothesis (Table 3 and Table 4).

The documented results indicated that there is significant positive and moderate relationship between green climate and environmental performance (r=0.530; p=0.02; p< 0.05). There is significant positive and moderate relationship between green climate and cost efficiency (r=0.498; p=0.04; p< 0.05). There is significant positive and moderate relationship between CSR and environmental performance (r=0.521; p=0.01; p< 0.05). There is significant positive and weak relationship between CSR and Cost Efficiency (r=0.340; p=0.02; p< 0.05).

Table 3. Correlation Analysis (N:355; p< 0.05)

Variables	Green Climate	CSR	OEP	Cost Efficiency
1. Green Climate		,334 *	,530 *	,498 *
2. CSR	,334*		,521 *	,340 *
3. Org.Env.Perf.	,530*	,521*		,273 *
4. Cost Efficiency	,298*	,340*	,273*	

Table 4: Summary Results of Coefficients of Regression Analysis

Dependent Variable: Org.Environmental Performance

Independent Variables	Beta	t Value	P Value
Constant		1.766	0.02
Green Climate	0.508	1.969	0.03
CSR	0.538	3.622	0.01

R=0.705; R^2=0.617; F Value=42.551; p<0.05

Table 5: Summary Results of Coefficients of Regression Analysis

Dependent Variable: Cost Efficiency

Independent Variables	Beta	t Value	P Value
Constant		1.883	0.02
Green Climate	0.502	1.757	0.03
CSR	0.355	1.313	

R=0.466; R^2=0.393; F Value=42.551; p<0.05

The regression model was found to be significant for the research model. The independent variables of green climate and CSR explained 62% of the change in environmental performance. The independent variables of green climate and CSR explained 39% of the change in cost efficiency. Thus, all 4 Hypothesis of the study have been supported.

5. Discussion and Future Suggestions

The results showed that all of the hypothesis of the study were supported. Some hints were found regarding the potential associations among the study variables. The descriptive results showed that the magnitude of green climate(M=3,6) and CSR (3,8) were relatively moderate among the participants. The magnitiude of environmental performance (M= 3,7) is higher than the other variables. The magnitude of cost efficiency isrelatively high (M=3.3). These results may provide implication for institutions in Turkey. It is evident that green climate and corporate social responsibility (CSR) have significant effects on both organizational environmental performance and economic efficiency.

Overall, the findings of this study support the proposed theoretical model and confirm the importance of both green climate and CSR in enhancing organizational outcomes. These results highlight that organizations which foster environmentally supportive climates and actively engage in CSR practices are more likely to achieve higher levels of both environmental performance and cost efficiency. This suggests that sustainability-oriented managerial practices not only contribute to environmental protection but also support economic objectives, creating a dual benefit for organizations. In addition, the study reinforces the argument that environmental and social responsibility initiatives should be integrated into core organizational strategies rather than treated as separate or symbolic activities.

Further, the findings of this study may contribute to the literature and the works on management, organization, sustainability, CSR and workplace green management. From a managerial perspective, the findings suggest that organizations should prioritize the development of a strong green climate within the workplace by encouraging environmentally responsible behaviors, providing sustainability training, and integrating environmental goals into daily operations. Moreover, CSR activities should be designed strategically rather than symbolically, ensuring that they are aligned with long-term organizational objectives. Managers are also encouraged to view environmental performance and cost efficiency not as conflicting goals but as complementary outcomes that can be achieved simultaneously through effective sustainability practices. This integrated approach may enhance both competitive advantage and long-term organizational success.

In conclusion, this study provides empirical evidence that green climate and CSR play a significant role in improving both organizational environmental performance and cost efficiency. The findings underline the importance of sustainability-oriented management practices in modern organizations and highlight their contribution to both environmental and economic outcomes.

As a limitation, it is suggested that the sample size should be larger in order to enable better generalizability of the findings. The same respondents answered all questions related to each of the variables (self-report problem). Further researches can be conducted on large-scale organizations, sectors, public, private organizations etc. and, also in different cities or countries for generalizing findings.

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