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## **Pro-Environmental Behaviors of Private Sector Employees Within the Context of the Value-Belief-Norm and Theory of Planned Behavior**

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### **Abstract**

Since the Industrial Revolution, the rapid increase in production and consumption activities has significantly intensified the use of natural resources, leading to irreversible environmental degradation in ecosystems. Today, global challenges such as climate change, biodiversity loss, and environmental pollution compel not only governments but also the private sector and employees to assume environmental responsibility. In this context, employees' value systems and moral orientations play a decisive role in the emergence of pro-environmental behaviors. The private sector occupies a critical position in the generation of environmental impacts, particularly due to the intensive use of resources in production processes. The literature indicates that firms' environmental performance is shaped not only by corporate policies and practices but also by employees' individual attitudes, ethical perceptions, and moral values. Moral values are defined as a set of ethical principles and beliefs that guide individuals' distinctions between right and wrong and good and bad. Values such as universalism and benevolence strengthen environmental responsibility awareness and support the development of pro-environmental behaviors among employees. Pro-environmental behaviors encompass conscious and voluntary actions such as energy conservation, recycling, waste reduction, and the preference for environmentally friendly products. This qualitative review study systematically examines national and international literature and policy documents published between 2000 and 2024, revealing that moral values are a critical determinant in understanding pro-environmental behaviors among private sector employees. When evaluated within the frameworks of the Value-Belief-Norm (VBN) theory and the Theory of Planned Behavior (TPB), the findings demonstrate that the integration of individual moral values with organizational support mechanisms creates a strong synergy that enhances the intensity of pro-environmental behaviors. In conclusion, this study reinforces a employee-centered perspective within the sustainability literature and emphasizes the importance of designing education programs, value-based reward systems, ethical leadership practices, and employee participation mechanisms in an integrated and holistic manner to promote environmental awareness and foster sustainable pro-environmental behaviors within organizations.

**Keywords:** Moral values, environmental behavior, private sector, sustainability, value-belief-norm theory, theory of planned behavior

## 1. INTRODUCTION

Since the Industrial Revolution, accelerated production, consumption, and technological advancement have substantially increased the exploitation of natural resources, resulting in severe and often irreversible environmental degradation. According to the United Nations Environment Programme (UNEP, 2023), global natural resource consumption has tripled over the past five decades, raising serious concerns about the transgression of planetary boundaries. Similarly, the Intergovernmental Panel on Climate Change (IPCC, 2021) highlights that climate change is predominantly driven by human activities and that global warming is approaching critical thresholds. These global environmental challenges compel not only governments but also businesses and employees to assume greater environmental responsibility.

The private sector plays a pivotal role in environmental degradation due to its significant share in the global economy and its resource-intensive production processes. The OECD (2022) emphasizes that a substantial portion of environmental impacts originates from private sector activities and underscores the central role of employee behavior in corporate sustainability initiatives. While corporate environmental performance is influenced by organizational policies and operational practices, employees' individual attitudes and behaviors constitute a critical yet often overlooked determinant (Daily & Huang, 2001).

Pro-environmental behavior refers to voluntary and conscious actions undertaken by employees to minimize environmental harm, including energy conservation, recycling, waste reduction, and the preference for environmentally friendly products (Kollmuss & Agyeman, 2002). Existing literature identifies values, attitudes, social norms, and organizational culture as key drivers of such behaviors (Steg & Vlek, 2009). Among these factors, individual value systems—particularly moral values—are increasingly recognized as fundamental antecedents of pro-environmental behavior.

Moral values, defined as ethical principles guiding individuals' distinctions between right and wrong (Schwartz, 1992), have been shown to enhance social responsibility, empathy, and environmental sensitivity (Schultz & Zelezny, 1999; Kaiser et al., 2005). However, empirical research examining the role of moral values in shaping pro-environmental behaviors within the private sector context remains limited. This gap is particularly noteworthy given the growing emphasis on employee-centered sustainability strategies.

National policy frameworks further reinforce the strategic importance of employee values in sustainability transitions. Turkey's 12th Development Plan (2024–2028) explicitly highlights environmental sustainability, green transformation, and resource efficiency as core development priorities, emphasizing the need to foster value-based environmental awareness among private sector employees (Republic of Türkiye, Presidency of Strategy and Budget, 2023).

Against this backdrop, the present study addresses the following research question: What role do moral values play in shaping the pro-environmental behaviors of private sector employees? Adopting a qualitative review design, the study systematically synthesizes national and international literature to examine the relationship between moral values and pro-environmental behavior. By foregrounding individual moral values, this research contributes an employee-centered perspective to the sustainability and environmental management literature, demonstrating that pro-environmental behavior is shaped not only by organizational policies but also by employees' ethical orientations.

### 1.1. Theoretical Framework

The theoretical foundation of this study is built upon two prominent approaches that explain the influence of individual values on pro-environmental behavior: the Value–Belief–Norm (VBN) Theory and the Theory of Planned Behavior (TPB). Together, these frameworks provide a comprehensive perspective by examining individuals' environmental behaviors through the lenses of ethical values, behavioral intentions, perceptions, and social norms.

The VBN Theory emphasizes the role of moral values and personal norms in motivating environmentally responsible behavior, whereas the TPB focuses on the cognitive and motivational processes underlying behavioral intentions, including attitudes, subjective norms, and perceived behavioral control. By integrating these two theoretical approaches, the study adopts a holistic framework that captures both the moral and rational dimensions of pro-environmental behavior.

Accordingly, the key concepts and constructs that form the conceptual and theoretical basis of the study are elaborated in detail in the following sections.

#### **1.1.1. Moral Values**

Moral values are defined as a set of fundamental principles and beliefs that guide individuals' behaviors by enabling distinctions between right and wrong and good and bad, thereby providing a normative framework for how individuals should act within social relations. One of the pioneering scholars of value theory, Rokeach (1973), conceptualizes moral values as enduring beliefs that regulate individual behavior and emphasizes that these values encompass ethical orientations such as social responsibility, honesty, justice, and benevolence. Similarly, Schwartz's (1992) Theory of Basic Human Values categorizes moral values under dimensions such as universalism, benevolence, and tradition, demonstrating that these values are closely associated with environmental sensitivity and behaviors oriented toward collective welfare.

Within the organizational behavior literature, moral values are widely acknowledged as influential determinants of employees' decision-making processes and actions in the workplace. In particular, constructs such as prosocial behavior, ethical decision-making, and social responsibility tendencies are shown to be closely linked to moral values (Rest, 1986; Jones, 1991). From this perspective, individuals with strong moral value orientations tend to exhibit higher levels of empathy, greater sensitivity to environmental and social issues, and a stronger inclination toward behaviors that prioritize societal well-being.

The pro-environmental behavior literature likewise emphasizes ethical orientation as a significant cognitive and motivational antecedent of environmentally responsible behavior. Viewing environmental protection as a moral obligation has been found to increase individuals' likelihood of engaging in environmentally friendly actions (Stern, 2000; Kollmuss & Agyeman, 2002). Accordingly, moral values are regarded as one of the core individual-level factors shaping employees' environmental attitudes and their propensity to engage in sustainability-oriented behaviors within organizational settings.

#### **1.1.2. Pro-Environmental Behavior**

Pro-environmental behavior (PEB) is conceptualized as a multidimensional construct encompassing individuals' voluntary actions aimed at conserving natural resources, reducing environmental impacts, and supporting sustainable lifestyles. Recent literature covering the 2020–2025 period emphasizes that pro-environmental behavior represents an integrated process emerging at individual, social, and organizational levels, shaped by attitudes, values, knowledge, and organizational norms (Sheasby & Smith, 2023; Whitley et al., 2024). Contemporary approaches suggest that pro-environmental behavior is strengthened not only through individual environmental awareness but also through ethical sensitivity, social interactions, and institutional support mechanisms.

Within the framework of the Value–Belief–Norm (VBN) theory, pro-environmental behavior is understood to stem from individuals' moral norms, whereby environmental protection becomes internalized as a personal obligation that motivates action (Stern, 2022). In contrast, the Theory of Planned Behavior (TPB) highlights the decisive role of environmental attitudes, subjective norms, and perceived behavioral control in shaping pro-environmental behavior, demonstrating the combined influence of cognitive evaluations and social expectations (Phang & Zul Ilham, 2023). Together, these theoretical perspectives underline the moral, cognitive, and social foundations of environmentally responsible behavior.

In the private sector context, pro-environmental behavior is regarded as a critical form of employee behavior that directly influences the effectiveness of corporate sustainability strategies. Organizational initiatives such as energy efficiency policies, waste management practices, carbon reduction strategies, and sustainable production processes can only be effectively implemented through employees' active engagement in pro-environmental behaviors. Post-2020 studies indicate that two factors are particularly dominant in shaping private sector employees' pro-environmental behavior: individual ethical orientation and organizational culture. Employees with strong moral values and high ethical sensitivity have been shown to exhibit higher levels of behaviors such as energy conservation, recycling, and the use of environmentally friendly materials in the workplace (Costa et al., 2023; *Discover Sustainability*, 2025).

Moreover, organizational sustainability culture emerges as a key institutional factor reinforcing pro-environmental behavior. Empirical findings suggest that organizations with a strong environmental vision, managers who act as role models, and systems that encourage employees to participate in sustainable practices tend to demonstrate higher levels of pro-environmental behavior among their workforce (Erbaş, 2024; Zhang et al., 2024). Working conditions also play a significant role in shaping pro-environmental behavior. The provision of recycling facilities, internal guidance on sustainable consumption, the establishment of environmentally sensitive procedures, and employee training programs have been found to exert a substantial positive effect on pro-environmental behavior (García-Martínez et al., 2024).

Additionally, social norms within organizational settings influence employees' environmental behaviors, as coworkers' engagement in pro-environmental actions can create a diffusion effect throughout the organization (Aydın & Balcı, 2025). Accordingly, pro-environmental behavior among private sector employees should be conceptualized as a multifaceted phenomenon jointly shaped by individual ethical orientations and organizational processes.

Within this theoretical framework, examining the explanatory role of moral values in shaping employees' pro-environmental behaviors is expected to make a meaningful contribution to individual-centered approaches in the sustainability literature. From a practical perspective, this framework provides an applicable basis for private sector organizations seeking to develop effective strategies aimed at promoting environmentally responsible employee behavior.

### 1.1.3. Sustainable Development

The concept of sustainable development was first articulated in the 1987 Brundtland Report as "meeting the needs of the present without compromising the ability of future generations to meet their own needs," and has since become one of the central concepts in the business and management literature (World Commission on Environment and Development [WCED], 1987). The adoption of the Sustainable Development Goals (SDGs) by the United Nations in 2015 further provided a comprehensive global framework that compels organizations to pursue economic growth alongside social equity and environmental protection (United Nations, 2015). Within this framework, corporate environmental performance is no longer viewed as being driven solely by technological investments; rather, employees' environmental awareness, attitudes, and behaviors are increasingly recognized as critical determinants of achieving sustainability objectives.

The sustainable development approach is inherently linked to individual behavior within organizations, as the effectiveness of environmental management systems largely depends on employees' day-to-day work practices and micro-level behaviors (Robertson & Barling, 2013). In the literature, employee pro-environmental behavior is conceptualized as a multidimensional construct encompassing actions such as energy conservation, waste management, reduction of natural resource consumption, adoption of environmentally friendly technologies, and voluntary participation in environmental initiatives (Norton et al., 2015). Post-2020 studies further demonstrate that employee behavior is increasingly regarded as a strategic

organizational resource in achieving sustainable development goals at the firm level (Kim et al., 2021).

At the national level, Turkey's 12th Development Plan (2024–2028) identifies sustainable development as a priority policy area, emphasizing the need to enhance corporate environmental performance, accelerate green transformation, and strengthen institutional mechanisms aimed at improving employees' environmental awareness (Republic of Türkiye, Presidency of Strategy and Budget, 2023). In line with this policy framework, organizations are expected not only to adopt environmentally friendly production processes but also to foster organizational cultures, training programs, and ethical values that encourage employees' environmentally responsible behaviors.

Recent empirical research has increasingly focused on the micro-level determinants of sustainable development, revealing that employees' pro-environmental behaviors significantly enhance organizational sustainability performance (Zientara & Zamojska, 2022). In this context, factors such as employees' perceptions of environmental responsibility, organizational support, leadership style, and individual value orientations—particularly moral and ethical values—emerge as key variables directly linked to sustainable development outcomes. Consequently, sustainable development requires not only structural and procedural changes within organizations but also behavioral transformation at the individual level. From this perspective, the successful implementation of sustainable development in the private sector is largely contingent upon employees' environmental attitudes and behaviors.

#### **1.1.4. The Relationship Between Moral Values and Pro-Environmental Behavior**

Moral values are defined as fundamental principles that shape individuals' distinctions between right and wrong and guide their behavioral decisions (Schwartz, 1992). A substantial body of literature demonstrates a positive relationship between moral values and pro-environmental behavior (Schultz & Zelezny, 1999; Steg & Vlek, 2009). By directing individuals toward behaviors that prioritize collective welfare, moral values strengthen the ethical motivation underlying environmental protection actions. Although this relationship has been extensively examined at the individual level, studies focusing specifically on private sector employees remain relatively limited. Nevertheless, existing evidence suggests that moral values constitute a strong source of intrinsic motivation for pro-environmental behavior among employees (OECD, 2022).

Moral values are conceptualized as normative belief systems that guide individuals' judgments of right–wrong and good–bad and influence their behavioral orientations (Rokeach, 1973). According to Schwartz's (1992) theory of basic human values, moral value dimensions such as universalism and benevolence promote individuals' acceptance of social and environmental responsibilities and encourage behaviors consistent with these responsibilities. These values function not only as ethical decision-making criteria but also as fundamental motivational drivers of environmentally responsible behavior (Stern, 2000).

Pro-environmental behavior refers to voluntary and conscious actions aimed at conserving natural resources, promoting energy efficiency, reducing waste, and adopting environmentally friendly consumption practices (Kollmuss & Agyeman, 2002). Within the framework of the Value–Belief–Norm (VBN) model, moral values are regarded as direct antecedents of pro-environmental behavior, as values such as universalism and benevolence enhance individuals' sense of environmental responsibility and activate personal norms that motivate action (Stern, 2000). Complementarily, the Theory of Planned Behavior posits that values influence attitudes, which in turn shape behavioral intentions and actual behavior, thereby providing further theoretical support for the role of moral values in pro-environmental behavior (Ajzen, 1991).

Recent empirical studies provide growing evidence of a significant association between private sector employees' moral values and their pro-environmental behaviors. Employees with strong moral value orientations demonstrate higher levels of engagement in behaviors such as energy



and resource conservation, recycling, and participation in environmentally responsible workplace practices (Kim et al., 2021; Zhang et al., 2024). In particular, the value of universalism—grounded in the protection of nature and humanity—has been identified as a strong predictor of pro-environmental behavior (Kaiser et al., 2005; Schultz & Zelezny, 1999). Despite these findings, systematic investigations of this relationship within the private sector context remain scarce. Accordingly, the present study aims to address this gap by examining the role of moral values in shaping pro-environmental behavior among private sector employees within an integrated theoretical framework.

#### **1.1.5. Value–Belief–Norm (VBN) Theory**

The Value–Belief–Norm (VBN) Theory posits that pro-environmental behavior is driven by a sequential relationship among individual values, environmental beliefs, and personal norms (Stern, 2000). According to this framework, environmental actions emerge from individuals' value orientations—particularly universalism, benevolence, and humanistic values—which shape their environmental worldview and activate personal norms of responsibility toward environmental protection (Schwartz, 1992; Stern et al., 1999).

Individuals who place a high importance on moral values tend to experience a strong sense of internal obligation to protect the environment. As a result, they are more likely to engage in pro-environmental behaviors such as energy conservation, recycling, and resource efficiency (Schultz & Zelezny, 1999; Kaiser et al., 2005). Within the private sector context, the VBN approach is particularly valuable because it demonstrates how employees' ethical orientations can translate into environmentally responsible behaviors independently of formal corporate environmental policies. This perspective underscores the central role of individual moral values in shaping pro-environmental behavior at the workplace.

#### **1.1.6. Theory of Planned Behavior (TPB)**

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), posits that individuals' behaviors are determined by three core components: attitudes, subjective norms, and perceived behavioral control. In the context of pro-environmental behavior, the theory suggests that individuals' environmental attitudes, perceived social expectations, and beliefs about their capability to perform the behavior jointly shape behavioral intentions and subsequent actions. Moral values play an important role in strengthening ethical intentions toward environmental protection, thereby increasing the likelihood of engaging in pro-environmental behaviors (Bamberg & Möser, 2007). Moreover, organizational support mechanisms enhance employees' perceived behavioral control by providing resources, infrastructure, and institutional encouragement, which in turn facilitates greater participation in environmentally friendly practices (Daily & Huang, 2001). Within organizational settings, the TPB framework highlights how both individual-level ethical orientations and contextual factors interact to influence pro-environmental behavior.

#### **1.1.7. Theoretical Integration and the Private Sector Context**

The integration of the Value–Belief–Norm (VBN) Theory and the Theory of Planned Behavior (TPB) offers a comprehensive framework for explaining the pro-environmental behaviors of private sector employees from multiple dimensions. Recent research indicates that pro-environmental behaviors are shaped not only by value-based ethical orientations but also by behavioral intentions, perceived control, and social norms (Zhang & Dong, 2021; Lee & Chen, 2022). This finding positions moral values as a strong determinant of employees' environmental attitudes.

According to the VBN theory, the adoption of values such as universalism, benevolence, and responsibility strengthens employees' perceptions of environmental threats and reinforces the formation of personal norms (Stern et al., 1999; Wang & Li, 2023). Recent studies have particularly highlighted that the sense of moral obligation among private sector employees

increases participation in pro-environmental actions such as energy conservation, waste reduction, and environmentally friendly practices (Karimi & Ahmad, 2024).

From the perspective of TPB, perceived behavioral control and social norms act as additional determinants that reinforce the effects of moral values. When organizational support mechanisms enhance employees' perceptions of their capacity to engage in pro-environmental behaviors, value-based motivations become more salient (Öztürk & Aydın, 2022). In this context, ethical orientations are not only a personal awareness factor but also a central component in the formation of behavioral intentions (Hassan et al., 2021).

Literature from 2021 to 2025 suggests that the integrated framework of “moral values + organizational support + social norms” is the most effective model for increasing pro-environmental behaviors among private sector employees (Demir & Kılıç, 2023; Rahman & Idris, 2025). Specifically, sustainability training and value-based reward systems have been shown to significantly increase the participation of employees with strong ethical values in pro-environmental behaviors (Altun & Yalçın, 2024). This integrated approach demonstrates that pro-environmental behaviors are shaped not only by organizational policies but also by individual ethical motivations. Therefore, enhancing employees' moral values is increasingly seen as a strategic necessity in achieving sustainability goals within the private sector, particularly in post-2021 literature.

Additionally, Turkey's green transformation policies underscore the importance of a value-based human resource transformation (Republic of Turkey, Presidency of Strategy and Budget, 2023), aligning the theoretical integration with national policy frameworks.

## 2. METHOD

### 2.1.1. Research Model and Design

This study is a qualitative, review-based research that aims to examine the relationship between pro-environmental behaviors and moral values of private sector employees within a theoretical framework. The research is designed as a relational and theory-driven literature review. The primary objective is to synthesize the findings of existing scholarly studies in order to reveal the role of moral values in explaining employees' pro-environmental behaviors (Snyder, 2019). The study does not involve any primary data collection process. Instead, the existing literature is systematically analyzed to provide a conceptual contribution and to strengthen the theoretical understanding of value-based determinants of pro-environmental behavior in the private sector context.

### 2.1.2. Data Sources

The data collection process of this study encompasses both national and international academic and institutional sources. The data sources utilized in the literature review include:

- Academic databases: Web of Science, Scopus, and Google Scholar
- National thesis database: Council of Higher Education (YÖK) National Thesis Center
- International reports and policy documents: Reports published by the OECD, UNEP, IPCC, and the World Bank
- National policy documents: Türkiye's 12th Development Plan (2024–2028)

The reviewed literature consists of studies published between 2000 and 2024, with particular emphasis on recent research conducted during the 2020–2024 period that addresses applications within the private sector context.

### 2.1.3. Inclusion and Exclusion Criteria

The studies included in this review were selected based on the following criteria:

- Studies addressing moral values and pro-environmental behavior,
- Research examining employees, organizations, or institutional contexts,
- National and international policy documents, reports, and sustainability strategies relevant to environmental responsibility.

Conversely, studies that were not directly related to the research focus—specifically those examining only individual environmental attitudes or general societal environmental awareness without an organizational or employee-related perspective—were excluded from the review.

#### **2.1.4. Data Analysis Method**

The collected data were analyzed using a descriptive analysis approach (Miles & Huberman, 1994). The reviewed studies were systematically classified and synthesized according to themes, key concepts, and theoretical relationships. During the analysis process, potential theoretical linkages between moral values and pro-environmental behavior were examined in light of established theoretical frameworks, particularly the Value–Belief–Norm (VBN) Theory and the Theory of Planned Behavior (TPB) (Stern, 2000; Ajzen, 1991).

This analytical approach enables the study to systematically elucidate the influence of individual moral values on pro-environmental behaviors and to provide an original theoretical contribution within the private sector context. Furthermore, the method is designed to support the advancement of individual-centered perspectives in the sustainability and environmental management literature.

### **3. FINDINGS**

The findings derived from the literature review indicate that moral values are a significant determinant in shaping employees' pro-environmental behaviors. In particular, individual ethical orientations are found to enhance environmental attitudes and awareness levels, thereby facilitating employees' engagement in environmentally responsible actions. Studies conducted between 2021 and 2025 demonstrate that core moral values such as justice, responsibility, and integrity exert statistically significant effects on pro-environmental behaviors (Aydın & Sezer, 2022; Karaca, 2023). The reviewed research consistently emphasizes that employees with strong ethical values exhibit higher levels of positive behaviors, including waste reduction, energy conservation, recycling practices, and compliance with environmental policies (Demir & Yıldırım, 2024). These findings suggest that moral values function as a fundamental intrinsic motivational source for the development of behaviors aligned with environmentally oriented organizational objectives.

Secondly, the literature reveals that moral values also influence pro-environmental behaviors through indirect pathways. Empirical evidence grounded in the Value–Belief–Norm (VBN) Theory and the Theory of Planned Behavior (TPB) indicates that individuals' ethical values are translated into pro-environmental behaviors via personal norms, perceived behavioral control, and environmental attitudes (Korkmaz & Eminoğlu, 2021; Şahin, 2025). Recent studies focusing on private sector employees further highlight that the effectiveness of organizational sustainability policies largely depends on the extent to which they are supported by employees' ethical orientations. Accordingly, both internalized moral norms and organizational environmental culture are identified as complementary factors that strengthen employees' pro-environmental behaviors (Özdemir & Soylu, 2023). Overall, these findings underscore the necessity of integrating individual-level ethical approaches with organizational strategies to achieve sustainability goals.

### **4. CONCLUSION, DISCUSSION, AND RECOMMENDATIONS**

#### **4.1. Conclusion**

This study aimed to examine the role of moral values in explaining pro-environmental behaviors of private sector employees within a theoretical framework. The results of the literature review indicate that employees with strong moral values exhibit a stronger sense of environmental responsibility and engage more intensively in pro-environmental behaviors (Kim et al., 2021; Zhang, Chen & Wu, 2024). Specifically, values such as universalism and benevolence have been found to directly influence employees' behaviors related to energy



conservation, recycling, waste reduction, and eco-friendly consumption (Kaiser et al., 2005; Schultz & Zelezny, 1999).

Furthermore, the findings suggest that organizational culture and supportive institutional mechanisms play an intermediary role in the transformation of individual moral values into pro-environmental behaviors (Costa et al., 2023; Erbaş, 2024). This result highlights that pro-environmental behavior is not solely an individual choice but rather a multidimensional phenomenon that emerges in interaction with the organizational context.

#### 4.2. Discussion

The findings of this study are consistent with the Value-Belief-Norm (VBN) and Theory of Planned Behavior (TPB) (Ajzen, 1991; Stern, 2000). Moral values play a crucial role in strengthening employees' environmental responsibility perceptions, thus paving the way for the emergence of pro-environmental behaviors. In the context of the private sector, individual values and ethical orientations interact with sustainability policies and corporate practices. This supports the importance of the individual-centered approach in sustainability literature (Norton et al., 2015; Zientara & Zamojska, 2022).

Moreover, the findings indicate that institutional efforts to increase pro-environmental behaviors in the private sector are not sufficient on their own. Employees' ethical values and perceptions of individual responsibility are also significant determinants. This highlights the necessity for organizations to consider employees' value systems when designing sustainability strategies.

#### 4.3. Recommendations

Based on the findings of this research, the following recommendations are proposed:

1. Corporate Training and Awareness Programs: Businesses should organize training programs that increase employees' environmental awareness and implement activities that explain the relationship between moral values and pro-environmental behavior.
2. Ethical and Value-Oriented Reward Systems: Ethical and value-oriented reward mechanisms should be established to encourage pro-environmental behaviors.
3. Organizational Culture and Leadership: Managers should serve as role models for eco-friendly practices and help embed a sustainability culture among employees.
4. Employee Participation and Feedback Mechanisms: To increase employee participation in environmental initiatives, suggestion systems, feedback channels, and team-based environmental projects should be encouraged.
5. Policy and Strategy Integration: In line with Turkey's 12th Development Plan and international sustainability goals, corporate strategies that support moral values and pro-environmental behaviors should be developed (T.C. Strategy and Budget Presidency, 2023).

In conclusion, moral values emerge as a critical determinant in understanding the pro-environmental behaviors of private sector employees. When both individual ethical orientations and organizational support mechanisms are integrated, a powerful synergy can be created, helping achieve sustainability goals.

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