



**REPUBLIC OF TÜRKİYE
ADANA ALPARSLAN TÜRKER SCIENCE AND TECHNOLOGY
UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF INTERNATIONAL TRADE AND FINANCE**

**EFFECTS OF GREEN FIT ON ORGANIZATIONAL
IDENTIFICATION: A COMPARISON IN THE DIFFERENT
ORGANIZATIONAL CULTURES**

AYSİMA KURMAN

MASTER THESIS

ADANA, 2023



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**SUPERVISOR
ASSOC. PROF. DR. MUSTAFA ÖZSEVEN**

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SCIENTIFIC ETHICS COMPLIANCE STATEMENT

In this thesis study, which I prepared following the thesis writing rules of Adana Alparslan Türkeş Science and Technology University Graduate Education Institute, without resorting to any means or assistance that would be contrary to scientific ethics and traditions;

This thesis is an original work; I declare that the preparation, data collection, analysis, and information of my study have been obtained and presented following academic rules and ethical behavior. In addition, within the scope of the thesis, as required by these rules and behaviors, I cite all non-original data and information for this study within the framework of scientific ethics and tradition; I declare that I have mentioned these sources in the bibliography. I declare that I accept all moral and legal consequences if a situation is contrary to my statement regarding my work.

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Aysima KURMAN

ABSTRACT

EFFECTS OF GREEN FIT ON ORGANIZATIONAL IDENTIFICATION: A COMPARISON IN THE DIFFERENT ORGANIZATIONAL CULTURES

Aysima KURMAN

Master Thesis, Department of International Trade and Finance

Supervisor: Assoc. Prof. Dr. Mustafa ÖZSEVEN

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This study, in which quantitative and qualitative research paradigms are followed together, was conducted to show how environmental consciousness at the individual level, the internalization of green practices at the organizational level, and organizational identification reveal a pattern in the different organizational cultures. Data were collected using questionnaires in the quantitative research paradigm, and interviews where the qualitative research paradigm was followed. While quantitative research findings were analyzed with the independent samples test, qualitative research findings were subjected to content analysis. Quantitative research findings indicate that identification is higher in companies where the ownership structure consists of only domestic partners than in companies with foreign and domestic partners. Content analysis indicates that green fit, which develops in terms of environmentalism at the individual and organizational level, does not make a difference in terms of organizational identification. As a result of the analyzes carried out to reveal the relationship between the adaptation of green organizational practices and the organizational cultures defined by Trompenaars, it was concluded that there is a partial relationship between organizational culture types and green organizational practices. Green organizational practices were found to be below the moderate level in Company 1 with the Eiffel Tower culture. It has been observed that organizational practices are at a high level in Company 2, where Eiffel Tower and Family Type culture are adopted together, but employee-oriented is relatively higher. It was observed that the Eiffel Tower and Family Type culture, where being business-oriented came to the fore a little more, were adapted together in Company 3, and green organizational practices were adapted below the moderate level.

Keywords: Environmentalism at the micro level, Green organizational practices, Organizational identification, Organizational culture, Green fit

ÖZET

YEŞİL UYUM'UN ÖRGÜTSEL KİMLİK ÜZERİNE ETKİLERİ: FARKLI ÖRGÜT KÜLTÜRLERİNDE BİR KARŞILAŞTIRMA

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Nicel ve nitel araştırma paradigmalarının birlikte takip edildiği bu çalışma birey düzeyinde çevrecilik bilinci, örgütsel seviyede yeşil uygulamaların içselleştirilmesi ve örgütsel özdeşleşmenin farklı örgüt kültürlerinde nasıl bir örüntü ortaya koyduğunu gösterebilmek için yapılmıştır. Nicel araştırma paradigmasının kullanıldığı kısımda anketlerden, nitel araştırma paradigmasının izlendiği kısımda ise görüşmelerden yararlanılarak veriler toplanmıştır. Nicel araştırma bulguları Bağımsız Örneklem T-testi ile analiz edilirken, nitel araştırma bulguları ise içerik analizine tabi tutulmuştur. Nicel araştırma bulguları sahiplik yapısının sadece yerli ortaklardan oluştuğu şirketlerde, yabancı ve yerli ortaklardan oluşan şirketlere göre özdeşleşmenin daha yüksek olduğuna işaret etmektedir. İçerik analizi ise birey ve örgüt düzeyinde çevrecilik bakımından gelişen yeşil uyumun örgütsel özdeşleşme bakımından bir farklılık oluşturmadığına işaret etmektedir. Yeşil örgütsel uygulamaların uyarlanması ile Trompenaars'ın tanımladığı örgüt kültürleri arasında nasıl bir ilişkinin olduğunu ortaya koyabilmeye yönelik yapılan analizler neticesinde örgüt kültür tipleri ile yeşil örgütsel uygulamalar arasında kısmi bir ilişkinin olduğu sonucuna varılmıştır. Yeşil örgütsel uygulamaların Eyfel Kulesi kültürüne sahip işletmede orta seviyenin altında (Şirket 1), Eyfel Kulesi ve Aile tipi kültürün birlikte adapte edildiği ancak çalışan odaklı olmanın nispeten daha yüksek olduğu Şirket 2'de yüksek seviyede, iş odaklı olmanın biraz daha fazla ön plana çıktığı Eyfel Kulesi ve Aile tipi kültürün birlikte adapte edildiği Şirket 3'te ise orta seviyenin altında uyarlandığı görülmüştür.

Anahtar Kelimeler: Mikro düzeyde çevrecilik, Yeşil örgütsel uygulamalar, Örgütsel özdeşleşme, Örgüt kültürü, Yeşil uyum

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LIST OF ABBREVIATION

EBRD : European Bank for Reconstruction and Development

GHRP : Green Human Resources Practices

INT. : Interviewee

OBS : Observer

OHS : Occupational Health and Safety



1. INTRODUCTION

In this section, statements about the importance of the research, the aim of the study, limitations, and the scope of the research are given.

1.1. The Importance of the Study

Considering the human resources management studies carried out in recent years, it is observed that studies have been carried out in the field of green human resources management. (Dessouky & Alquaiti, 2020; Hossen, Ashadullah & Islam, 2018; Kılıç & Vatansever, 2017; Masri & Jaaron, 2017; Opatha & Arulrajah, 2014; Öselmiş, 2020; Yusliza, Ramayah & Othman, 2015). In these studies, the relationship between green human resources and sustainability (Opatha & Arulrajah, 2014), how gender differences and green human resources differ (Kılıç & Vatansever, 2017), how investment, technology, government and community support in the context of the country affect green resources practices (Hossen, Ashadullah & Islam, 2018), the relationship between green human resources and organizational performance (Dessouky & Alquaiti, 2020), how green human resources differ according to industry types (Masri & Jaaron, 2017) have been researched. Another concern that draws attention in the literature is the effort to reveal how the green environment understanding of the actor in the organizational context interacts with other organizational behavior practices (Brick & Lewis, 2016). In this context, it can be said that if the individual and the organization show a positive harmony in the context of green environmentalism, a phenomenon that can be called "green fit" will develop. This green fit can be defined as a positive relationship between the individual's green personality (Brick & Lewis, 2016) and the organization's emphasis on green organizational practices (Masri & Jaaron, 2017; Opatha & Arulrajah, 2014).

Green human resources management has gained importance with the formation of awareness about sustainable development and environmental management. The emergence of green human resources is not only about environmental concerns, but also about improving social and economic well-being (Yusliza, Ramayah & Othman, 2015). Green human resources management engages in activities for the employees of an organization to behave green. It is a part of human resources management that transforms normal employees into green employees to provide a significant benefit to sustainability (Opatha & Arulrajah, 2014: 104). The

following conclusions have been reached in an example of a study conducted in the field of green human resources. According to the findings, having a status quo attitude was found to be higher in men, while the effort behavior was higher in women. It has been found that universality and security values are higher for women and power values are higher for men. In terms of the workplace, it was found that the environmental efforts and protective attitudes of the public sector employees were higher and the status quo attitudes were lower than those of the private sector employees. While private sector employees in the industrial areas got the lowest scores in terms of their efforts to protect the environment, industry and technology workers in the public sector got high scores in terms of protective attitudes. According to the findings obtained, employees differ in their attitudes and behaviors related to the environment according to their level of importance to environmentally sensitive practices in their workplaces. In the study, it was observed that the behaviors of women to strive for the environment were higher. (Kılıç & Vatansever, 2017).

Another study reached the following conclusions. As a result of the study, it was seen that there is a positive relationship between green human resources practices and organizational performance. Employee awareness has been observed to moderate the relationship between green human resources practices and organizational performance (Dessouky & Alquaiti, 2020). The results of another study in this area are as follows. It has been determined that if Palestinian manufacturing organizations invest more in green education programs, green human resource management practices will increase from medium to high levels. However, high environmental performances are unlikely to be achieved without improved green training for employees. In this study, it was questioned whether the degree of implementation of green human resources management varies according to the type of industry sector, the size of the organization, and the existence of the environmental management system. According to the results, it was seen that green human resources practices such as "green management of organizational culture", "green reward and compensation" and "green education and development" are more common in large organizations. The results show that the industrial sector type has a significant impact on green education and development practices. It has been observed that the chemical industry tends to outperform the food and pharmaceutical industries included in this research (Masri & Jaaron, 2017).

In this framework, it comes to mind that the individual has a relationship with organizational identification, which is to define herself/himself together with the organization (see

Chaudhary, 2020). Especially Chaudhary (2020) showed that green human resources management practices are related to organizational identification, green human personality, task-related behavior, and voluntary green behavior. This situation suggests that organizational identification will follow a positive course between the individual's green personality and the organization's green personality.

Identity is more about finding an answer to the question of who am I (Sveningsson & Alvesson, 2003). Identity is an important complement to understanding an individual's behavior (Dick, Grojean, Christ & Wieseke, 2006: 293). Organizational identification is when a member defines himself/herself with the qualities that the organization defines (Sveningsson & Alvesson, 2003). Organizational identification is the social identity in which the individual develops a sense of belonging to the organization (Chaudhary, 2020: 632). Social identity in organizations helps individuals' belonging and self-development needs (Dick et al., 2006:285). Organizational identification creates a sense of cohesion within organization and causes the individual to feel the goals of the organization as their own (Dick et al., 2006: 285). Organizational identification can be considered to provide a good basis for green human resource management because when individuals identify with their organizations, it can improve not only behavior towards the environment but also environmental performance (Chaudhary, 2020: 632). Organizational identification can improve the employee's non-role behaviors, not just formal job duties (Chaudhary, 2020: 632). Green identity is like a catalyst for the formation of a green culture, thus increasing both the sustainability of the organization and the motivation of the employee (Chaudhary, 2020: 632). When individuals identify with the organization, they work to achieve the green goals of the organization, apart from voluntary green behavior. Therefore, it is predicted that green human resources practices will increase the organizational identification of the employee (Chaudhary, 2020: 632).

It should be noted here that organizational identification has also been shown to interact with the organizational structure (Brown, 2017; Petriglieri, 2015). It is understood from these studies that organizational structural factors should also be taken into account to reveal the relationship between green fit and organizational identification. In addition, it has been shown in the literature that there is a connection between organizational identification and other organizational behavior practices (e.g. motivation; attitude) (Lee, Park, & Koo, 2015; Rockmann & Ballinger, 2017).

1.2. The Aim of the Study

In this study, it is investigated how the relationship between green fit and organizational identification changes in the context of different organizational cultures. In this study, the organizational culture revealed by Trompenaars is considered (Trompenaars, 1994). Trompenaars defined four different organizational cultures: Family, Eiffel Tower, Guided Missile, and Incubator (1994).

In this respect, the aim of this study is to show how different organizational identification levels at different green fit levels develop in different organizational cultures. Accordingly, the research question can be defined as follows: How does the possible relationship between green fit and organizational identification differ in the different organizational cultures?

With this aim, it is also shown how organizations internalize environmental practices under different organizational cultures. In this study, while determining the green fit of the organization and the employee as a research dimension, it will be found how the organization internalizes environmental practices. In this way, it can also be shown whether a typology will be developed between the level of internalization of environmental practices and the type of culture it adopts. In this way, the pattern between the individual, the organization, the identification of the individual with the organization and the culture can be revealed.

In order to determine the green fit between the individual and the organization in the study, it may be necessary to express here why the human resources practices were chosen in particular. Considering that all the applications that all employees in different departments directly encounter with the organization are in the context of the human resources department, it can be assumed that the selection of applications in the human resources department can feel the applications received by the organization at the same level, even if the department is different. However, in the study, not only human resources practices were mentioned, but it was also tried to see how the organization internalized environmental practices, especially in the data collected through interviews.

Data collected from Turkish companies operating in Türkiye and a foreign company with a subsidiary in Türkiye and two companies established with Turkish-foreign joint ventures, helped to find an answer to the research question. In this direction, it was also ensured that the

types of organizational culture defined in the international literature (Trompenaars & Asser, 2010) were diversified in the research.

1.3. The Limitation and Scope of the Study

Some limitations were encountered during the conduct of the research. The desired number of questionnaires, which have a significant role in reaching the research findings, could not be reached completely. However, this limitation was covered by the planned interviews as stated in the research proposal. While this situation created the research constraint, it also added richness in the context of the diversification of the research design. Another limitation of the study was that it focused only on the type of culture in the organization's internalization of environmental practices. However, there are also findings in the literature that there are other factors other than culture in the internalization of organizational practices. For example, studies of the new institutional theory (DiMaggio & Powell, 1983; Pache & Santos, 2013) claiming that practices will be shaped according to institutional pressures are examples of this.

This work consists of 5 parts. These are introduction, theoretical framework, methodology, findings, and conclusions. The theoretical framework section includes theoretical information on organizational culture, types of culture in the international context, green human resources practices, sustainability, green fit, identity, identification, and grand challenges.

In the methodology section of the third part of the study, information about the theoretical basis of the research and the research design are given. Beyond this information, research paradigms and how research data are collected and types of analysis are discussed here.

In the findings section, which is the 4th chapter of the study, firstly the findings reached with the quantitative research paradigm are reported. Afterward, the internalization of environmental practices and the level of awareness of individuals and organizations are reported with the data collected through interviews. In addition, the findings regarding the level of identification with the companies of the participants included in the research are reported in this section. In this section, it is also shown to what extent companies have internalized environmental practices, and the types of organizational culture determined by coding are explained. Finally, in this section, a theoretical discussion of how the findings

overlap with the previous studies in the literature and how they differ from each other is made, and in this way, the essence of the findings of the research is given.

The last part of the study, Chapter 5, summarizes the research findings. Apart from this, Recommendations are also given in this section. Recommendations are related to what kind of studies can be done on identification with individual-organization green fit and how can the findings about organizational cultures be improved by the internalization of environmental practices by organizations?



2. THEORETICAL FUNDAMENTALS AND RESOURCES RESEARCH

2.1. Organizational Culture

According to Schein (1984: 3), organizational culture is the basic assumption that a business discovers and develops in adapting to environmental conditions and coping with problems. E. H. Schein and P. Schein (2017: 3-5) listed the organizational culture characteristics as follows: “*behavioral regulations observed in interaction with people, organizational climate, formal rituals and celebrations, espoused values, formal philosophy, group norms, rules of the game, identity and images of the self, embedded skills, habits of thinking, mental models, or linguistic paradigms, shared meanings, root metaphors or integrating skills.*” Behavioral arrangements observed in interaction with people are what kind of language is used in the daily communication process (E. H. Schein & P. Schein, 2017: 3). Organizational climate is the feeling of organizational members in their interactions with customers, each other, and other external stakeholders (E. H. Schein & P. Schein, 2017: 3-4). While formal rituals and celebrations are the celebrations of events and days that are valuable to the organization or individual, espoused values are the basic principles that are publicly proclaimed and desired to be achieved (E. H. Schein & P. Schein, 2017: 4). While the formal philosophy is the broad policies and ideological principles that the organization will follow in its actions against its stakeholders, group norms are the implicit standards and rules among the working group (E. H. Schein & P. Schein, 2017: 4). While the rules of the game are unwritten rules that the newcomer must accept and adapt, identity and images of the self are what the organization defines and sees itself (E. H. Schein & P. Schein, 2017: 4). While embedded skills are specific skills that are handed down from generation to generation in the business and used in the successful accomplishment of tasks, habits of thinking, mental models, or linguistic paradigms are common cognitive patterns that guide new members' thoughts and perceptions through the language taught to them and used by group members in their socialization (E. H. Schein & P. Schein, 2017: 5). While shared meanings are patterns of understanding used in group members' interactions among themselves, root metaphors or integrating skills are artefacts and symbols that the organization has developed about what it is and are reflected in the business building, office environment and other materials (E. H. Schein & P. Schein,

2017: 5). In the context of these features, E. H. Schein and P. Schein, (2017: 18) claimed that organizational culture consists of 3 layers. Accordingly, there are artifacts, which are the behaviors observed in the outermost layer and the perceived and visible business processes (E. H. Schein & P. Schein, 2017: 18). The middle layer contains espoused beliefs and values, which are ideologies, ideals, goals, and values (E. H. Schein & P. Schein, 2017: 18). In the innermost layer, there are taken for granted beliefs and values that guide behavior, perception, thought and feeling (E. H. Schein & P. Schein, 2017: 18).

It has been observed that different types of organizational culture have been defined by different authors in the literature (Cameron & Quinn, 2006; Daft, 2015; Denison & Mishra, 1995; Kızıloğlu & Bayrak, 2017). Daft (2015: 344-345), based on Denison and Mishra (1995: 216), conveyed four basic types of organizational culture as adaptability, involvement, mission, and consistency. In this typology, whether the environment in which the business is located is variable or stable, and whether the business chooses the strategic focus as internal or external, is effective in determining the type of culture (Denison and Mishra, 1995: 216). Denison and Mishra (1995: 216) defined organizational culture types according to environmental change dynamics and strategic focus type. Accordingly, if a stable and internal integration is required in the environment, the consistency culture is adapted, while if the external orientation is preferred in the stable environment, the mission culture is adapted. However, if the environment is variable and internal focus is preferred, the culture of involvement is preferred. If the environment is variable and external orientation is preferred, adaptability culture is preferred. In the culture of adaptability, a flexible structure is applied in order to quickly adapt to the change in the external environment (Daft, 2015: 344). In mission culture, while employees feel responsible for certain jobs, the business needs to reach its targets in the market (Daft, 2015: 345). In the involvement culture, it is essential to meet the wishes of the employees in order to be successful by being employee-oriented (Daft, 2015: 345). In consistency culture, the cultural dimensions that are systematically established within the business are used to achieve the objectives of the business (Daft, 2015: 345). On the other hand, Cameron and Quinn (2006: 37-43) defined four types of organizational culture as hierarchical, market, clan and adhocracy. Hierarchical culture develops based on the following principles: rules, specialization, hierarchy, accountability, meritocracy, impersonality, separate ownership (Cameron & Quinn, 2006: 37; Erdem, Adıgüzel & Kaya, 2010:77; Yücel & Koçak, 2014:49). In the market-type organizational culture, the processes

in the business are carried out in the form of cooperation with the actors in the market (Cameron & Quinn, 2006: 39). In clan culture, employees are asked to be involved in decision-making processes while aiming at their commitment to the business (Cameron & Quinn, 2006: 41). Innovativeness and dynamism are essential for the development of new products for the success of the Adhocracy type organizational culture. While power and authority are in the background, individualization is a dominant phenomenon (Cameron & Quinn, 2006: 43).

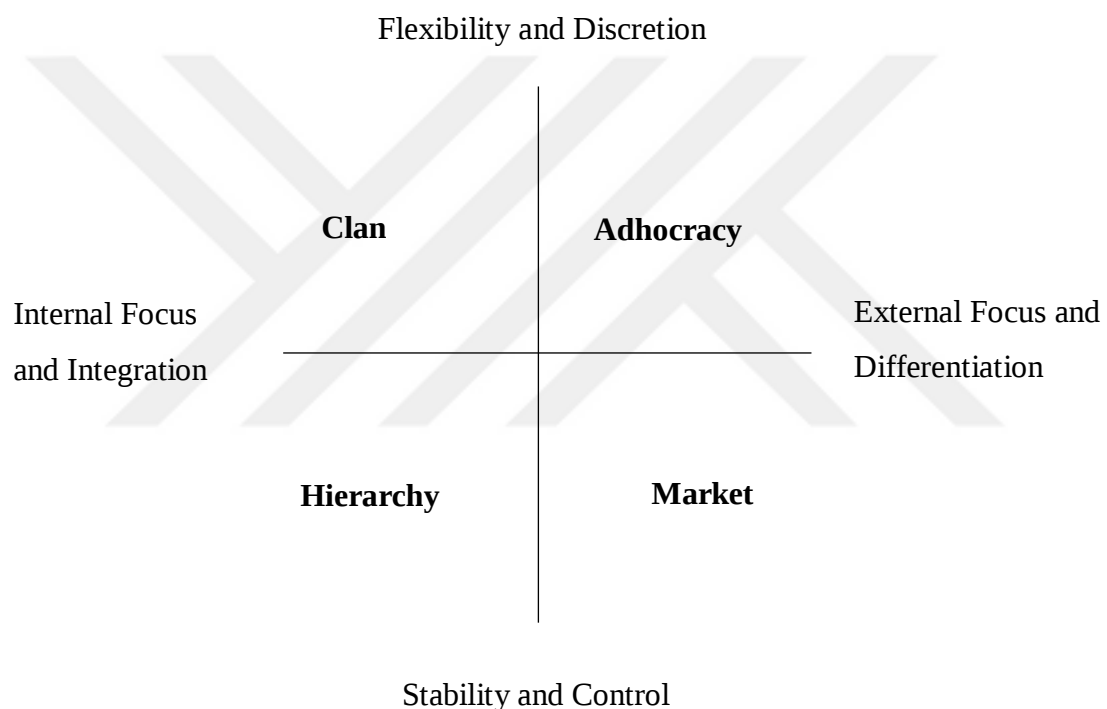


Figure 2.1. Comparisons of Organizational Cultures

Source: Dubkevics, L. & Barbars, A. (2010). “The Role of Organizational Culture in Human Resource Management”, Human Resource Management and Ergonomics, IV: p. 3.

As can be seen in the figure, while flexibility and organization-wide integration are dominant in clan-type organizational culture, there may be external focus and organization-wide differentiation in adhocracy-type organizational culture (Dubkevics & Barbars, 2010). While stagnation and integration are evident in hierarchy-type organizational culture, stagnation and differentiation come to the fore in market-oriented organizational culture (Dubkevics &

Barbars, 2010). In the study conducted by Dubkevics and Barbars in the banking sector, they determined how there is a similarity and separation between subordinates and senior management in defining organizational culture. According to the findings of the authors, while the top management claimed that the clan-type organizational culture, in which loyalty and friendship were at the forefront, was dominant, according to the subordinates, they found that the hierarchy-type organizational culture, which is the type of official rules and power-oriented organizational culture, was dominant (Dubkevics & Barbars, 2010: 8). From this finding, it is understood that organizational culture can change depending on the position of the employees.

Martin (2002: 131) has shown that culture can develop in different ways depending on the integration and fragmentation situation throughout the organization. Accordingly, if the cultural characteristics show common features in all departments, units and working groups, it can be said that the culture is integrated throughout the organization (Martin, 2002: 131). On the other hand, if these cultural characteristics differ in departments, units and working groups, it can be said that there is differentiation (Martin, 2002: 131). The concept of "from Sümerbank", which Martin gives based on Babüroğlu and Göçer (1994), also means "being productive" and is shared by all employees. This situation is given to the integration of culture throughout the organization (Martin, 2002: 138-139). As an example of differentiation, it is shown that teachers and other employees in a school agree to different degrees with the administration (Martin, 2002: 140). Organizational culture is a phenomenon consisting of values, norms, practices, rituals and symbols that are common in a particular organization (Danışman and Özgen, 2008: 279; Hofstede, 2001; Rousseau, 1990; Schein, 1992).

Hatch and Schultz (2002: 991) mentioned that there is a mutual interaction between culture and identity. Accordingly, organizational identity is embedded in the dominant culture throughout the organization. Culture also reflects itself through identity arguments (Hatch and Schultz, 2002: 991). Organizational identity also has an impact on other elements such as image, and culture spreads to organizational practices in this way (Hatch and Schultz, 2002: 991). This process is a dynamic process and the feedback reflected from the image affects the organizational identity and organizational identity affects the organizational culture (Hatch & Schultz, 2002: 995). In this way, the cycle between culture, identity and organizational practice is completed (Hatch & Schultz, 2002: 995).

2.1.1. Organizational Cultures in the Global Area

There are also discussions in the literature about how organizational cultures are realized in the international environment (see Hofstede, 2003; Trompenaars, 1994). Organizational culture consists of the values shared by the personnel in the organization and the characteristics of the organization itself (Sun, 2008). Cultures in a global context are illustrated by Hofstede and Trompenaars. Hofstede analyzed national cultures in 5 dimensions with the quote of Cacciattolo (2014: 4). These are “Power Distance”, “Uncertainty Avoidance”, “Individualism versus Collectivism”, “Masculinity versus Femininity” and “Long versus Short-term Orientation”. *Power distance* is about the lower-status individual's acceptance of the higher-level person and the unequal distribution of power (Cacciattolo, 2014: 4; Hofstede, 2001). In cultures with high power distance, authority is disproportionately distributed among management levels (Gümüştekin & Emet, 2007; Hofstede, 2001). Uncertainty avoidance affects the level of standardization of processes (Hofstede, 2001). In cultures with high uncertainty avoidance, business processes are strictly shaped by standards and rules, while in cultures with low uncertainty avoidance, standards and rules are not strictly adhered to in business processes (Hofstede, 2001). While material values are at the forefront in masculine cultures, spiritual values are more prominent in feminine cultures (Hofstede, 2001). In cultures with high individualism, while making decisions, the focus is on individual interests, while the person looks after the interests of himself and his close relatives. In collectivist cultures, actions and decisions focus on the interests of society (Hofstede, 2001). Finally, long-term cultures focus on the long-term decision making, while short-term cultures focus on achieving short-term goals in decisions and actions (Hofstede, 2001).

Trompenaars (1994) compared international cultural differentiation in 6 dimensions. These dimensions are 'Universalism' versus 'Particularism', 'Individualism' versus 'Communitarianism', 'Neutral' versus 'Emotional', 'Specific' versus 'Diffuse', and 'Achievement' versus 'Ascription'. While universal values are strictly adhered to in actions and practices in universalist cultures, universal principles are adapted to local practices in particularist cultures (Hampden-Turner & Trompenaars, 1996; Luthans & Doh, 2009; Trompenaars, 1994). Individualism and Communitarianism are similar to Hofstede's (2001) definition. In neutral cultures, the individual hides his (or her) feelings in his (or her) actions, whereas in emotional cultures, emotions are evident in actions and decisions (cultures tend to

adapt universal principles to local practices (Hampden-Turner & Trompenaars, 1996; Luthans & Doh, 2009; Trompenaars, 1994). In specific cultures, the area that the individual only allows his (or her) relatives to be involved in is private, while other areas are not private to the individual. In diffuse cultures, the individual gives equal importance to his (or her) public and private spheres and regards entering the public sphere as entering his (or her) private sphere at the same time (Hampden-Turner & Trompenaars, 1996; Luthans and Doh, 2009; Trompenaars, 1994). Finally, the achievement culture, where success comes to the fore in assignments and promotions, and the ascription culture, where seniority comes to the fore, were defined by Trompenaars (Hampden-Turner & Trompenaars, 1996; Luthans & Doh, 2009; Trompenaars, 1994). Trompenaars also identified four types of organizational cultures that allow for international comparison. These are “The Family”, “The Eiffel Tower”, “The Guided Missile” and “The Incubator”. These cultures were created specifically for the dimensions of “equality-hierarchy” and “orientation to the person-orientation to the task” (Trompenaars 1994; Trompenaars & Asser, 2010).

Trompenaars and Asser (2010: 59) introduced the concept of “Organization Value Provider” in order to define the differences and similarities between the cultures of organizations in organizational acquisitions and mergers in the context of global business. The concept of “Organization Value Provider” allows the employee to review and examine the entire business and its relations with his (or her) colleagues (Trompenaars & Asser, 2010: 59). As stated before, organizational culture determines how decisions are made within the organization, how human resources are utilized and how the organizational environment interacts (Trompenaars & Asser, 2010: 59).

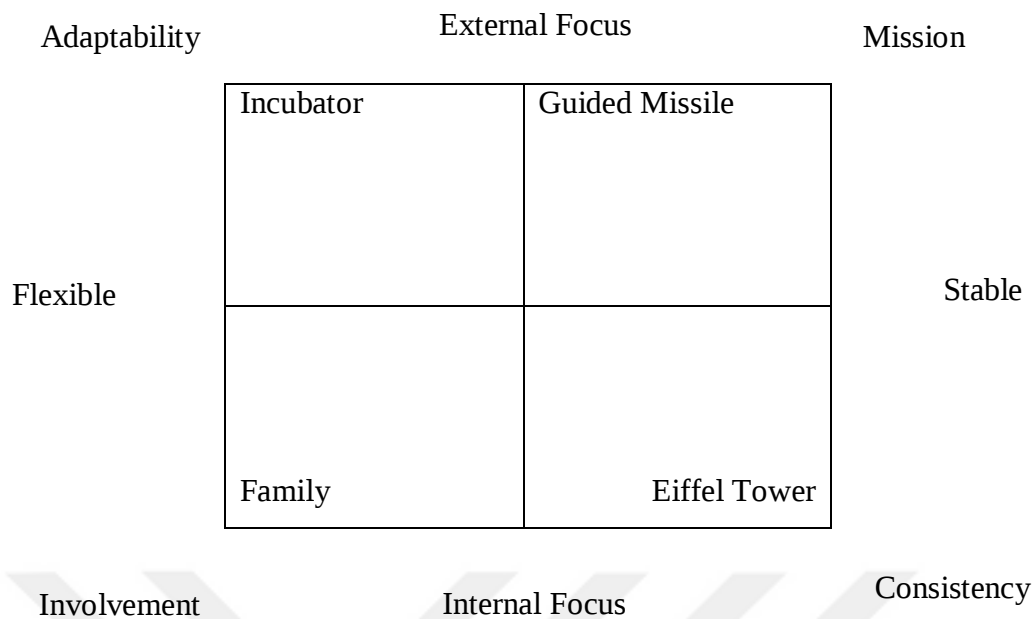


Figure 2.2. Different Types of Organizational Cultures in Global Area

Source: Trompenaars, F. & Asser, N. M. (2010). “The Global M&A Tango: How to Reconcile Cultural Differences in Mergers, Acquisitions and Strategic Partnerships”, Oxford: Infinite Ideas Limited, p. 60.

As seen in Figure 2.2, both formalization and centralization levels remain low in the Incubator type organizational culture. There is an organizational culture that is person-oriented, where the individual is strong, professional recognition is at the forefront, and the person realizes himself (Trompenaars & Asser, 2010: 60). While employees in such organizations find space to express themselves, the organization has an employee-oriented structure (Trompenaars and Asser, 2010: 60). While employees in such organizations find space to express themselves, the organization has an employee-oriented structure (Trompenaars & Asser, 2010: 60). In Guided Missile type organizational culture, there is a low level of centralization but a high level of formalization and it is a business-oriented organization type where knowledge and specialization are the determining factors in the organization and commitment to work becomes evident (Trompenaars & Asser, 2010: 61). In family type organizational culture, there is a high level of centralization, but a low level of formalization is observed, while trust, power and personal relationships are determinative (Trompenaars & Asser, 2010: 62). In the family-type organizational culture, the father figure comes to the fore and this figure represents power and authority (Trompenaars, 1994; Trompenaars & Asser, 2010). In the

Eiffel Tower organizational culture type, both centralization and formalization levels are high, while rules and procedures, expertise, and task-oriented features come to the fore (Trompenaars & Asser, 2010: 63). In this type of Eiffel Tower organizational culture in which professionalization comes to the fore, each actor in the structure is aware of his/her own task responsibilities (Trompenaars & Asser, 2010: 64). In the Eiffel Tower culture, power and authority are attributed to roles and positions (Trompenaars, 1994). Trompenaars and Asser (2010: 92), empowering the employee is evident in order to be successful in a business with a Incubator culture. Believing that a competent and responsible employee will make a difference, they have determined that they have an organizational culture with the values of trust, transparency and accountability (Trompenaars & Asser, 2010: 92). Trompenaars and Asser, (2010: 64-65), in their study, revealed that businesses that manage to combine the characteristics of these four types of organizational culture achieve higher performance in the long run. On the contrary, they stated that they get low scores in these four types of organizational culture characteristics in low-performing businesses (Trompenaars & Asser, 2010: 65).

2.2. Sustainability

Sustainability is the support and maintenance efforts that can ensure the continuation of any activity over time (Mollenkamp, 2022). Businesses can contribute to sustainability through practices in the economic, environmental and social context (Mollenkamp, 2022). While it is the use of underground resources used in business processes in economic terms to contribute to sustainability, it consists of actions for the protection of nature in environmental terms (Demir Uslu & Kedikli, 2017:69; Mollenkamp, 2022). In sustainability, it is evident that the consumption of coal, oil and natural gas, which contains carbon emissions, is reduced as much as possible (Mollenkamp, 2022). In the social context, it is aimed to disseminate sustainability to large masses with the social responsibility actions of the business on both economic and environmental basis (Mollenkamp, 2022). While sustainability is generally defined in this way, it emerges as a fundamental problem with the concept of grand challenges, which has taken an important place in the literature recently (George, Howard-Grenville, Joshi, and Tihanyi, 2016; Gümüşay, Claus & Amis, 2020; Kim & Davis, 2016). The Human Resources Department in the organization is important in terms of sustainability (Ahmad, 2015: 4). The greater the power of green human resources management, the greater

the environmental policies implemented by companies (Ahmad, 2015: 4). Green human resources practices are about the implementation of the notion of sustainability to the organization (Pallavi & Bhanu, 2016: 15).

2.3. Grand Challenges

George, Howard-Grenville, Joshi, and Tihanyi (2016: 1881) defined grand challenges as specific and critical obstacles that, if resolved, could have a global impact. It is seen that the sustainable development goals of the United Nations provide a framework for what the grand challenges can be (George et al., 2016: 1882). Accordingly, these goals determined by the United Nations: poverty, hunger, healthy life, quality education, gender equality, clean water and wastewater management, renewable energy, healthy employment and economic growth, innovation and infrastructure, reduction of inequality, sustainable cities and societies, responsible consumption, climate change, underwater life, life on land, peace and justice (George et al., 2016: 1882). It is seen that the grand challenges that appear in the organizational area under these headings have certain characteristics. These properties are complexity, uncertainty, over-existence, joint effort and macro-level position (Gehman, Etzion ve Ferraro, 2022; Gümüşay et al., 2020) While it is understood from complexity that grand challenges lead to the development of various events with different factors, uncertainty means that it is not known exactly when and how they will happen (Gehman et al., 2022; Gümüşay et al., 2020) In the joint effect, it is mentioned that different actors should take action to solve the problem (Gehman et al., 2022; Gümüşay et al., 2020). In the context of this study, it is tried to determine how the harmony of climate change, clean water and wastewater management, renewable energy, sustainability issues between the individual's green personality and the organization's green culture reveals a pattern at the micro level. In other words, it will be shown how grand challenges resonate from the micro perspective within the framework of sustainability. Organizational environmental practices are based on the following dimensions: organization-based green compensation management; green health and safety; green job analysis and design; green labor relations; green performance management; green recruitment and selection; green training and development (Shah, 2019).

2.4. What can do the Human Resource Departments for Sustainability?

Sustainability practices need to be included in human resources activities (Pallavi & Bhanu, 2016:16). Sustainability practices increase the brand image of the company in its external appearance, so it has started to take an important place in human resources practices (Pallavi & Bhanu, 2016: 16). Human resources practices play an important role in creating environmental practices and sustainable culture (Pallavi & Bhanu, 2016: 16). Green human resources practices such as recruitment, training and awards have an important place in ensuring sustainability (Pallavi & Bhanu, 2016: 16).

Green Human Resource Management is the shaping of human resources practices that will enable the transfer of environmental practices implemented at the organizational level to employees (Ahmad, 2015; Masri & Jaaron, 2017; Opatha & Arulrajah, 2014; Öselmiş, 2020; Shah, 2019). Green human resources management engages in activities for the employees of an organization to behave green (Opatha & Arulrajah, 2014: 104). It is a branch of human resources management that transforms normal employees into green employees to provide a significant benefit to sustainability (Opatha & Arulrajah, 2014: 104).

Green behavior can be gained to employees in the business in two ways (Bissing-Olson, Iyer, Fieldings & Zacher, 2013; Borman & Motowidlo, 1993; Norton, Parker, Zacher & Ashkanasy, 2015: 105; Ones & Dilchert, 2012; Organ, 1997). As Norton et al. (2015: 105) defines, practices that will provide environmental benefits are reflected in rules and procedures, embedded in the daily work activities performed by the employee (Bissing-Olson, Iyer, Fieldings & Zacher, 2013; Borman & Motowidlo, 1993) . Voluntary environmental behavior, on the other hand, is to ensure that the employee internalizes environmental practices beyond company policies, and this employee's environmental practices become widespread around him (Borman & Motowidlo, 1993; Organ, 1997). Subramanian, Abdulrahman, Wu and Nath (2016: 153-155) stated that embedding environmental policies in the practices of the human resources department will also help the employee gain green talents. By starting with the green skills that can be gained by the employees in the enterprises and the reduction of water and energy consumption, other practices that can help protect the environment can be internalized (Chaudhary, 2019:2; Norton et al., 2015: 108). Green human resources practices can be listed as follows (Shah, 2019): green compensation management; green health and

safety; green job analysis and design; green labor relations; green performance management; green recruitment and selection; green training and development.

2.4.1. Green Compensation Management

Reward and compensation are one of the important elements of human resource management that connect employees to the organization (Ahmad, 2015: 7). Rewards and compensations support activities in the field of green human resources in the organization. Employees are encouraged for environmental activities with rewards and compensation (Ahmad, 2015: 7). When employees are rewarded for taking environmental liability, their commitment to taking environmental liability increases (Ahmad, 2015: 7). When green awards and compensations are aligned with human resources process, a green culture is formed in the organization (Ahmad, 2015: 8). Green compensation and reward benefits the sustainability of the environmental activities implemented by the organization (Pallavi & Bhanu, 2016: 17).

2.4.2. Green Health and Safety

Providing a green working environment for employees is one of the basic principles of green health and safety (Shah, 2019: 4). Organizations allocate resources to engage in environmental activities to reduce work-related diseases (Shah, 2019: 4). Policies applied regarding the environment contribute to the health of the employee and strengthen the social image of the company (Shah, 2019: 4).

2.4.3. Green Job Analysis and Design

Job analysis is a process in which the content and working conditions of jobs are analyzed (Shah, 2019: 2). The organization assumes responsibility to protect the environment and they include environmental issues in their job descriptions (Shah, 2019: 2). Everyone in the organization should take on their responsibilities regarding the environment (Shah, 2019). Organizations integrate the environment into their existing business (Shah, 2019: 3).

2.4.4. Green Labor Relations

Employee relations are important to the company's implementation of its environmental plans (Shah, 2019: 4). Green management performance can be improved by the green participation of its employees in the organization (Shah, 2019: 4). A green vision of the environment directs individuals to environmental activities (Shah, 2019: 4).

2.4.5. Green Recruitment

Green recruitment processes are about hiring people with environmental and sustainable policies (Pallavi & Bhanu, 2016: 16). The so-called green job is a phenomenon that comes to the fore when recruiting employees. This phenomenon is related to the organization's recruitment of employees who match its green policies in its recruitment processes (Ahmad, 2015: 5). Green recruitment cares about the environment and prioritizes it in the recruitment process (Ahmad, 2015: 6). Hiring candidates who care about green contributes to the sustainability of the organization (Ahmad, 2015: 6). The internalization of the company's environmental behavior by the employee increases the determination to work for that company (Grolleau, Mzoughi & Pekovic, 2012: 76). Green recruitment policies extend the length of time candidates stay on the job (Ahmad, 2015: 6).

2.4.6. Green Performance Management

Performance management is the human resource management process that seeks to get the best performance from the individuals in the organization as well as the teams (Armstrong & Baron, 2000: 69). Green performance management comprises the company's environmental responsibilities and environmental policies (Ahmad, 2015: 6; Epstein & Roy, 1997).

2.4.7. Green Training and Development

Training and development focuses on employee self-development. Green training and development gives environmental awareness to employees and encourages them to solve environmental problems (Ahmad, 2015: 7). Training in the green area helps employees cope with environmental problems and gives employees environmental awareness (Ahmad, 2015:7). Green education and development is important for employees to demonstrate sustainable policies (Pallavi & Bhanu, 2016: 17).

2.5. Importance of Green

Environmentally harmful activities of organizations have contributed to environmental problems (Opatha & Arulrajah, 2014: 103; Shrivastava, 1994). Natural resources are used in abundance by governments and organizations to improve people's living standards (Opatha & Arulrajah, 2014). Climate change is now a growing concern for governments and the public (Boiral, Henri & Talbot, 2012; Opatha & Arulrajah, 2014: 103). Hence, some

environmentalists and organizations have begun taking measures to protect the environment (Opatha & Arulrajah, 2014: 103). As a result, an increasing interest in environmental sustainability started to emerge (Opatha & Arulrajah, 2014: 103-104). Companies can become more sustainable policy-makers by combining what is green with their business lives. Thus, companies can more accurately respond to the environmental demands of the society and become a more competitive company (Miller & Szekely, 1995).

2.5.1. Meaning of Green

According to Opatha and Arulrajah (2014: 102) green has more than 4 meanings in human resource management.

- *Environmental protection*: The environment includes living things on land, in the air and in the water. Environmental protection also means the protection of these creatures.
- *Protecting the natural environment*: The protection of the natural environment can also maximize the resources that future generations can benefit from, while at the same time, it can ensure minimum damage to the existing environment.
- *Minimum environmental pollution as possible*: Ensuring that carbon emissions released into the atmosphere and solid and liquid wastes released into the environment are as minimal as possible.
- *Reproduction of protected natural areas*: Reproduction of actions that can help develop a green environment in the social areas where people live.

According to Opatha & Arulrajah (2014: 102-103) managers can have four different roles to be a green employee. They are ‘*preservationist*’, ‘*conservationist*’, ‘*non-polluter*’, and ‘*maker*’ (Opatha & Arulrajah, 2014). *Preservationist* is someone who works to prevent the natural environment from being destroyed. *Conservationist* behaves very carefully so that the natural environment can last for a long time. *Non-polluter* avoids polluting water, air and atmosphere with toxic substances and wastes. *Makers* build parks and places which have plants, trees (Opatha & Arulrajah, 2014:103).

2.6. Identification

The first thing meant by identification is that the individual takes someone as a role model (Tolman, 1943). This tendency is more common in children. For example, while the boy tries to copy the father more, the girl tries to copy the mother more (Tolman, 1943). What is secondarily meant by identification is the individual's attachment to the group (Tolman, 1943). Thirdly, what is meant by identification is the individual's acceptance of a purpose (Tolman, 1943). That is, the person gives himself not only to groups but also to impersonal purposes such as the advancement of science and public health (Tolman, 1943: 141-142).

Identity and identification form the basis of organizational studies. Saying that I belong to "A" or I value "A" is the basis of identification (Ashforth, Harrison & Corley, 2008). When identification shares the same qualities as organizational identity, it is called a sense of belonging or unity to a human community (Ashforth et al., 2008: 328). Individuals who call themselves "A" and find it important want to feel positive about their membership, so they find a source of pride in even the most stigmatized roles (Ashforth et al., 2008: 329). The concept of identity helps to explain who people are and why they do what they do (Ashforth et al., 2008). Why people join or leave organizations is related to this concept (Ashforth et al., 2008). Identification is important because it encompasses a process related to how people define themselves, how they communicate with others, and how they direct their lives with this identification (Ashforth et al., 2008: 334).

Identification and commitment were seen as closely related to workers and their organizations (Herrbach, 2006:631). Meyer and Allen, (1991: 67) commitment as the employee's identification with the organization, emotional commitment to the organization, and participation in the organization. Since the employees want the work in the organization, they have a strong emotional bond with their organization continue to work in the organization (Meyer & Allen, 1991: 67). Positive identification occurs when the employee's identity matches with the organization, and thus the employee feels committed to the organization (Vijayakumar & Padma, 2014: 41). Unstable identification occurs when the employee is sometimes compatible and sometimes incompatible with the organization, and the employee partially identifies with the organization (Vijayakumar & Padma, 2014: 41). Disidentification occurs when the employee is completely incompatible with the organization and the employee tends to leave the organization (Vijayakumar & Padma, 2014: 41).

Identification in large-scale groups poses a threat to personal distinctiveness because similar characteristics will be shown with other people (Van Knippenberg & Van Schie, 2000:138). Identifying with smaller groups is more decisive, so people are more likely to identify with smaller groups. The more people resemble the group, the more they identify with the group (Van Knippenberg & Van Schie, 2000:138).

2.6.1. Personal Identity

Mariña (2008: 97) defines Schleiermacher's references to Kant for personal identity as follows: “a person is a rational subject that sets itself ends independently of the mechanism of nature, and in this regard personality is the property of a subject to be its own end”. Personal identity can be defined as one of the main elements that determine the individual's past experiences, ongoing conditions from the past and his (or her) behavior under current conditions (Foote, 1951: 19-20). Personal identity consists of the combination of a person's social identity and his/her cultural background (Simpson & Carroll, 2008; Watson, 2008: 138). The roles assumed by the individual also have an impact on the formation of identity (Brown & Toyoki, 2013; Simpson & Carrol, 2008). Self-reflexity and self-verification concepts have a prominent place in personal identity (Riley and Burke, 1995). While self-reflexity is the individual's shaping his (or her) behavior by comparing the feedback from the opposite side with his (or her) identity in interaction with his environment (Riley & Burke, 1995: 63); self-verification is shaping the behavior of the person according to his/her own identity rather than his/her environment (Riley & Burke, 1995: 63).

2.6.2. Organizational Identity

Organizational identity gives information about who the organization is, what is central and what is distinctive about the organization (He & Brown, 2013: 8). Organizational identification plays a role in determining which behavior is best for the organization, so when individuals choose the best alternative for the organization, they identify with the organization (Kassing, 2020).

The construct of organizational identification overlaps more or less with the constructs of organizational commitment (Ashforth et al., 2008: 332). According to Mowday, Steers, and Porter (1979: 226) commitment is the relative strength that the individual sees in identifying herself (or himself) with the organization and participating in the organization. They

associated commitment with at least three factors. These factors are (Mowday, Steers, and Porter, 1979: 226):

- “a strong belief in and acceptance of the organization’s goals and values”;
- “a willingness to exert considerable effort on behalf of the organization”;
- “a strong desire to maintain membership in the organization”.

While organizational commitment is related to how satisfied I am with my organization or how happy I am in my organization, organizational identity is related to how much I associate myself with my organization (Ashforth et al., 2008: 333). In organizational identification, the individual's identity becomes a microcosm of the organization as it is intertwined with those of the organization (Ashforth et al., 2008: 333). When employees identify with their organization, they become committed to their organizational goals and biased towards other alternatives. A high level of organizational identification in employees leads to high job satisfaction and low turnover (Vijayakumar & Padma, 2014: 41).

Organizational identification differs from professional identity in this respect: while organizational identification is about how a person defines himself (or herself) in terms of organization, professional identity is about how a person defines himself (or herself) in terms of the job he (or she) does. In other words, it creates the personality required by the profession (Mael & Ashforth, 1992: 106).

2.6.3. Social Identity

According to Bartels, Pruyn, De Jong & Joustra (2007: 173) social identity, “a person's identity is determined not only by his (or her) personal characteristics but also by the characteristics of the group to which he (or she) belongs.”

According to (Ashforth, & Mael, 1989: 20) “*In social identity theory, people tend to classify themselves and others into various social categories, such as organizational membership, religious affiliation, gender, and age cohort.*” According to (Mael & Ashforth, 1992:104) social identity theory, the self consists of a personal identity that includes specific characteristics such as abilities and a social identity that includes group classifications.

The individual sees herself (or himself) as a real or symbolic member, and thus, with social identification, she perceives herself (or himself) as someone who shares the same fate with the organization and adopts the success or failure of the organization (Mael & Ashforth, 1992:

104). To identify, the individual does not need to make a special effort for the group, it is sufficient to see herself (or himself) in touch with the group. Social identification takes the group's successes or failures personally (Ashforth et al., 1989: 21).

Social identification must be distinguished from internalization. In identification, the self is viewed from the point of view of the social group, while in internalization, values and attitudes are included in the self (Ashforth et al., 1989: 22). In Van Knippenberg and Van Schie's study (2000), the factors that social identification can affect organizational identification are mentioned. Social identity theory suggests that the state of the group is reflected in the self through identification. Therefore, individuals interact with higher groups and organizations because they want a better self. (Van Knippenberg & Van Schie, 2000: 138).

2.6.4. Professional Identity

Identities that develop based on ethical codes, values and norms that are valid in the employee's line of business are called professional identities (Gardner & Shulman, 2005). Gardner & Shulman (2005) mention that making decisions specific to professional identities, developing experience and profession-specific knowledge, and forming a community in the professions of the employee will develop in parallel with the professional identities. In the statements developed by Adams, Hean, Sturgis & Clark (2006: 56) based on Hall (1987), Watts (1987), McGowen and Hart (1990), it is stated that professional identities are a part of social identity, that professional identities help to develop common behavior, knowledge and value among professionals, and that professional identities enable the individual to have an identity that develops depending on a group other than his own identity.

2.7. Organizational Cultures, Human Resource Practices and Green Concerns

In the literature, it is seen that specific studies are carried out on organizational cultures, human resources and eco-centric issues (eg. Fernandez et al., 2003; Handfield et al., 2001: 193; Paille et al., 2014). Fernandez et al (2003: 644-645) stated that the employees in the production departments of the organization were given training on environmental issues on how to reach the targets set by the company in the context of ecology during the production process. According to the authors, they gave examples that environmental concerns can be effective in the product design process, product design (specifications, recycling e.g.),

production process, and packaging (Handfield et al., 2001: 193). The authors have shown that the benefits of such environmental practices may be less than the harms of not doing so, even that environmental practices can be included in businesses (Handfield et al., 2001). Fernandez et al. (2001: 647) stated that businesses can include practices to keep their products' damage to the environment as low as possible, that environmental problems can be solved in a way that causes the least damage to the business, or that eco-efficient processes can be developed in their products and services. Paille et al. (2014) showed that strategic human resource management practices are mediated by organizational citizenship behavior toward the environment in determining environmental performance. The authors showed that organizational citizenship behavior toward the environment had a positive impact on environmental performance (Paille et al., 2014: 460). Another important finding of Paille et al. (2014) in their study is that the positive impact of strategic human resource management on organizational behavior toward the environment in organizations with high internal environmental orientation is affected by high levels of internal environmental orientation (Paille et al., 2014: 460). Internal Environmental Orientation is the extent to which an organization attaches importance to the environment by having a clear environmental policy, including statements on the importance of protecting the environment in its values, and activities carried out by employees from the management level to protect the environment (Paille et al., 2014: 455). There is a relationship between culture and identity. Organizational identity also continues to exist within the organization. The green fit of the employee with the organizational identity and whether he (or she) defines himself (or herself) with the organization contributes to the formation of an organizational identity. The aim of this research is to see how green fit and organizational identity change in different organizational cultures, and no field research has been conducted for this aim. In this direction, an empirical research has been conducted.

3. RESEARCH METHODS

3.1. The Theoretical Fundamental of the Study

When we look at the studies on human resources in recent years, it is seen that there are studies to understand the importance of green human resources (See. Dessouky & Alquaiti, 2020; Hossen, Ashadullah & Islam, 2018; Kılıç & Vatansever, 2017; Masri & Jaaron, 2017; Opatha & Arulrajah, 2014; Öselmiş, 2020; Yusliza, Ramayah & Othman, 2015). In a separate context, it is seen that human resources practices are also discussed in the context of organizational cultures (eg. Fernandez et al. 2003; Handfield et al., 2001: 193; Paille et al. 2014). As mentioned in the previous parts of the study, organizational cultures have the feature of being a structure that directs many applications within the organization (Trompenaars & Asser, 2010: 59). The importance of organizational culture in understanding organizational practices arouses curiosity about how the harmony between the individual's environmental awareness level and the organization's level of internalization of environmental practices reveals a pattern in organizational identification. In this study, which was carried out to reveal this curiosity, green human resources practices (Shah, 2019) in particular and environmental practices of the organization in general were taken into account. Identification, on the other hand, has been taken into consideration as how the individual defines himself or herself with the organization (Mael & Ashforth, 1992; Mael & Tetrick, 1992). In terms of organization types, Eiffel Tower, Family, Incubator and Guided Missile cultures were considered (Trompenaars & Asser, 2010). In this direction, an empirical research was designed to find an answer to the research question.

3.2. Research Design

In this study, which examines the relationship between the effect of the green fit between the environmentalist personality of the employee and the level of internalization of the organization to the level of organizational identification of the employee, it was aimed to conduct research between different types of cultures. In order to determine this relationship, both quantitative and qualitative research paradigms were followed. In the quantitative paradigm, truth is reached from the positivist perspective (Tunçalp, 2021), while in the qualitative paradigm, how the subject constructs reality is revealed from its own perspective (Tunçalp, 2021). In this respect, both methods were followed to find an answer to the

research question. However, on the side of quantitative research, in organizational practices, only green training and development, green employee relations were asked to the employee in the human resources department in particular, and questions were also asked in the context of identification. In the qualitative paradigm, open-ended questions were asked to the interviewees in order to understand their environmentalist personalities, to what extent their companies internalize environmental practices, how the employee identifies with the company, and what the company culture is. In qualitative research, questions were asked to identify both human resources practices and the environmental practices of the company in general.

3.3. Data Collection

Data were collected within the framework of both qualitative and quantitative paradigms.

3.3.1. Questionary

On the quantitative paradigm side of the research, questions were asked about the training and development practices given to the employee and green employee relations. Questions were also asked to understand the organizational identification of the employee. These questions have been prepared by using the work of Shah (2019), which Öselmiş (2020) adapted into Turkish. The following questions were asked about green education and development: “*My company assesses who need training in environmental management.*”; “*My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job.*”; “*My organization uses environmental protection elements as the central themes of green training.*”; “*My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management.*” In order to understand green employee relations, “*Our company emphasizes a culture of environmental protection and offering green practices.*”; “*My organization offers opportunities to individuals to take part in green suggestion schemes.*” “*My organization presents green whistle-blowing and helplines.*” questions have been asked. Organizational identification is taken from the work of Mael and Ashforth (1992) and Mael and Tetrick (1992). The questionnaire form can be found in Appendix -A. The survey application was applied to 9 companies operating in the context of Turkey. While 3 of these 9 companies are Turkish and foreign joint ventures, 6 companies are only Turkish companies. The

participation levels of the survey were taken from 20 participants for 3 companies and 24 participants for 6 Turkish companies were taken only from Turkish-owned companies. The surveys were conducted between December 2021 and October 2022. However, in the first implementation of the surveys, there were difficulties in finding a participating company. For this reason, the desired number of surveys could not be reached. This deficiency has been tried to be closed with qualitative research method. The countries from which the companies established by the foreign joint venture are will not be specified here in order not to disclose the companies participating in the study. The necessary permissions were obtained from Adana Alparslan Türkeş Science and Technology University Publication Ethics Committee for the survey.

3.3.2. Interview

On the qualitative paradigm side of research, research is designed with interview path methodology. 3 companies of Turkish and foreign origin were included in the research. One of the companies operates in the production of building materials and the other 2 in the production of electrical energy. In the qualitative research paradigm, interview method was performed within the framework of multiple case methodology. Accordingly, it was tried to search for an answer to the multi-case analysis and research question by comparing different cases (Eisenhard, 1989; Eisenhard and Graebner, 2007). Here, too, the countries of origin of foreign companies will not be included in order not to disclose the companies. “How much do you internalize environmentalism? How are your environmental practices in your daily life?”; “What can an individual do environmentally?”; “Has an environmental policy been developed in your company? “Are your employees rewarded for green performance?”; “Do job descriptions include environmentalism?”; “What kind of environmental training is provided to employees?”; “Are the environmental practices of the employee included in the performance evaluations?”; “Is the candidate's green environmental personality considered during the recruitment process?”; “How is your identification with your company and what influences it?”; “How is the decision-making mechanism in your company?”; “Are subordinates given the initiative to make decisions?” ; “How is the level of centralization?” ; “How is the hierarchy in terms of business culture?” ; “Is there a business-oriented or people-oriented orientation in terms of decision-making?”; “Are subordinates involved in the process development phase?”; “How is the distribution of authority distributed proportionally and

evenly among the subordinate relationship?” questions were asked. These questions are a semi-structured interview form and additional questions were asked to the interviewees during the interview. Although these questions were asked to the interviewees based on the study of Shah (2019), which was adapted into Turkish by Öselmiş (2020), new questions were asked that developed the dimensions according to the course of the interview.

Table 3.1. Data Collection by Interviews

The Company Where the data collected about	Interviewee/Duration	Company 1	Company 2	Company 3
Interviews	Int. 1 / 25 minutes	Position: Sustainability Expert		
	Int. 2 / 25 minutes	Position: Foreign Trade Officer		
	Int. 3 / 30 minutes			Position: Planning Manager
	Int. 4 / 35 minutes		Position:OHS Regional Manager	
	Int. 5 / 35 minutes		Position: Environmental Engineer	
	Int. 6 / 35 minutes		Position:Environmental Engineer	
	Int. 7 / 30 minutes			Position: Assistant Sales Manager
	Int. 8 / 40 minutes			Position: Environment &Sustainability Directorate

Detailed information about data collection can be found in Table 3.1. As seen in Table 3.1, the total interview took 245 minutes. The positions of the interviewees in the companies are Foreign Trade Officer, Occupational Health and Safety Regional Manager, Environmental Engineer, Assistant Sales Manager, Environment and Sustainability Directorate. The

interviews were recorded and resolved within 48 hours. Preliminary information was given to the participants that the interview was recorded and their consent was taken orally. The resolved interviews lasted for 4136 words and 16 pages in Times New Roman Punto with 1.5 line spacing.

3.4. Data Analysis

After the data were collected, analyzes were made in line with the research question. In this study, in which quantitative and qualitative research was followed, different types of analysis were used, and the research findings were also included in different parts. However, during the theoretical discussion, these analysis findings were evaluated together.

3.4.1. Analysis for Questionary

Reliability analysis was performed before proceeding to the analysis of how the data obtained from the questionnaires responded to the main research question. As a result of the analysis, the reliability level was calculated as $\alpha=0.85$. This value indicates that the 13-question scale included in the analysis is reliable (Kalaycı, 2018). Subsequently, factor analysis was performed to determine the validity of the questions asked about green education and development and green employee relations and the questions asked about measuring identification. While the KMO value was calculated as 0.78, the factor analysis was seen to have a significance level of Sig.0.000. As a result of the factor analysis, dimensions were collected under a total of 2 factors. As shown by Shah (2019), these dimensions were not grouped under a separate factor for this study, but rather the 7 statements asked to measure these two factors were gathered under a single factor. In order to measure organizational identification, 6 questions are grouped under a single factor. This is similar to the results of the work of Mael and Ashforth (1992) and Mael and Tetrick (1992).

Table 3.2. Factor Analysis

Kaiser-Meyer-Olkin		0,780
Measure of Sampling Adequacy.		
Bartlett's Test of Sphericity	Approx. Chi-Square	316,195
	Df	78
	Sig.	0,000

Table 3.3. Component Matrix Results

	Green Human Resource Practices	Organizational Identification
<i>"My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management."</i>	0,825	
<i>"My organization offers opportunities to individuals to take part in green suggestion schemes."</i>	0,812	
<i>"My organization uses environmental protection elements as the central themes of green training."</i>	0,806	
<i>"My company assesses whether the incumbent has manager and peer support to apply the learned content on the job."</i>	0,769	
<i>"Our company emphasizes a culture of environmental protection and offering green practices."</i>	0,745	

Table 3.3. Component Matrix Results (continue)

	Green Human Resources Practices	Organizational Identification
<i>“My company presents green whistle-blowing and helplines.”</i>	0,739	
<i>“My company assesses who needs training in environmental management.”</i>	0,700	
<i>“When this company gets praise, I feel it as a personal compliment.”</i>		0,777
<i>“The success of this company is also my success.”</i>		0,767
<i>When talking about this company, I use the word 'we' instead of 'I'.</i>		0,701
<i>“When someone criticizes my company, I feel like I've been criticized.”</i>		0,674
<i>“I feel embarrassed when I see an article in the media criticizing this company.”</i>		0,521
<i>“I wonder what other people think of this company.”</i>		0,445

Following the factor analysis, the average values and standard deviations of the dimensions related to green human resources practices and organizational identification were calculated. The calculated values can be seen in Table 3.4. As can be seen in Table 3.4, the average scores are generally 4 and above. Table 3.4 also performed a normality test. Skewness values were generally negative. This indicates that the majority of participants value above average in the factors (Kalaycı, 2018). In the GHRP category, the Kurtosis values are close to 0 and have values between -1 and 1, while in the Identification dimension, they are 9. and 11. Except for factors, it appeared between -1 and 1 values. In general, it can be said that the data is distributed normally (Kalaycı, 2018).

Table 3.4. Means and Standard Deviations

Dimension	Question	Expression	Means	Standard Deviation	Skewness	Kurtosis
GHRP	1	<i>“My company assesses who needs training in environmental management.”</i>	4,00	,835	-,502	-,255
	2	<i>“My company assesses whether the incumbent has manager and peer support to apply the learned content on the job.”</i>	3,95	,714	,066	-,965
	3	<i>“My organization uses environmental protection elements as the central themes of green training.”</i>	4,05	,806	-,643	,217
	4	<i>“My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management.”</i>	3,98	,876	-,825	,363
	5	<i>“Our company emphasizes a culture of environmental protection and offering green practices.”</i>	4,20	,594	-,079	-,279
	6	<i>“My organization offers opportunities to individuals to take part in green suggestion schemes.”</i>	4,18	,724	-,678	,588
	7	<i>“My company presents green whistle-blowing and helplines.”</i>	4,05	,776	-,705	,619
Identification	8	<i>“When someone criticizes my company, I feel like I've been criticized.”</i>	4,07	,900	-,942	,442
	9	<i>“I wonder what other people think of this company.”</i>	4,30	,795	-1,466	2,687

Table 3.4. Means and Standard Deviations (continue)

Dimension	Question	Expression	Means	Standard Deviation	Skewness	Kurtosis
Identification	10	<i>“When talking about this company, I use the word 'we' instead of 'I'.”</i>	4,30	,734	-,904	,822
	11	<i>“The success of this company is also my success.”</i>	4,20	,851	- 1,126	1,07 8
	12	<i>“When this company gets praise, I feel it as a personal compliment.”</i>	4,09	,910	-,767	- ,151
	13	<i>“I feel embarrassed when I see an article in the media criticizing this company.”</i>	4,27	,727	-,855	,830

3.4.2. Analysis for Interviews

After the data were collected, the interviewee notes were subjected to content analysis. During the content analysis, both the thesis author and the supervisor analyzed the interviewee notes separately by opening coding line by line (Charmaz, 2006; Corbin & Strauss, 1990, p. 12-13). This open coding phase helped to determine the sub-dimensions of the dimensions in the research (the employee's green environmentalism, the company's internalization of environmental practices, the employee's identification and the dimensions of the company culture) in analyzing the data. After these dimensions were determined, the thesis author and the thesis supervisor independently coded the dimensions as low, medium and high. In the first codings, the harmony between coders was 38 percent. This level of harmony is the alpha level created by Krippendorff (Krippendorff, 2004). This calculation was made by using the computer package program. Since the level of compliance is very low, such as 38 percent, the coders came together to review the points where they were separated and re-coded. This process continued until the coders were sure that they had reached the truth. As a result, the Krippendorff Alpha level increased to an acceptable rate of 81.69 percent (Krippendorff, 2004).

Table 3.5. Examples of Codings

Factor	Dimension of Factor	Sample Expression	Sample Coding
The Green Constiousness Level of Interviewee	Solid waste recycling	"...I pay attention to whether I really need the product I will buy, whether it consists of recyclable materials... (Int. 4)"	High
	Consciousness of water consumption	"... paying attention to water consumption, paying attention to plastic waste...(Int. 2)"	High
	Paper use awareness	"...I take care to use the second side of A4 papers... (Int. 7)"	High
	Environmental awareness	"...The world is our home, and this is now a place whose tomorrow we make unknown... (Int. 2)"	High
The Internalization Level of Green Practices of Company	The company's being environmentally friendly in solid waste management	"... There have been demands from the employees themselves, such as collecting the plastic seals on the counters and taking them to recycling areas... (Int. 5)"	High
	The company is environmentally friendly in water consumption and water waste management	"... For example, we have a target to reduce direct and indirect emissions in carbon emissions by 33% by 2030... (Int 1)"	High
	The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)		
	Involving environmental practices in the company's social responsibility projects	"... Our company has planted hundreds of thousands of trees. (Int. 3)"	High
	Paying attention to environmental/green issues in organizational practices	"... We have moved the amount of work permit processes to the electronic environment that will not put occupational safety at risk... (Int. 8)"	High
	Providing training to employees on environmentalism	"... Every employee needs to receive environmental training at a certain level of hours per year... (Int. 3)"	High
	Clearly defining environmental targets	"... As occupational safety experts, when we set a performance target at the beginning of the year, the environmental target is among these targets... (Int. 5)"	High
	Being an environmentalist is a criterion in recruitment	"... We tend to take more raw people and add something about the environment... (Int. 8)"	Low

Table 3.5. Examples of Coding (continue)

Factor	Dimension of Factor	Sample Expression	Sample Coding
The Internalization Level of Green Practices of Company	The company has an environmental policy	"... Within the scope of the 14001 environmental policy, we can explain both the management system and what is hazardous waste... (Int. 6)"	High
	Considering environmentalism in performance management	"...if a department needed to be warned several times during the year by a single staff member, we pass this on to their supervisor for discussion at the annual performance evaluation...(Int. 8)"	High
	Human resources practices that will reduce carbon emissions (eg, electronic processes)	"... Paper waste has been prevented by purchasing software to serve that department, including the quality system, human resources and even purchasing. (Int. 7)"	High
	Including environmentalism in job descriptions	"There is a general expression in the job descriptions in the form of complying with company procedures and rules. There are procedures for occupational safety, for the environment and for energy management... (Int. 7)"	High
	The company's environmental practices away from commercial concerns	"... We use a loan of 100 million dollars. Therefore, the environment has become an indispensable source of money for the company... (Int. 4)"	Low
	The company's environmental practices wholeheartedly (really for the environment)	"... Since companies do not have the luxury of giving up this resource (credit), they gladly fulfill these obligations and qualifications... (Int. 4)"	Low
	Reflecting environmental practices in pricing	".... For example, one of our employees was deemed worthy of an award as a result of a proposal he made about the environment... (Int. 6)"	Moderate

Table 3.5. Examples of Coding (continue)

Factor	Dimension of Factor	Sample Expression	Sample Coding
The Level of Organizational Identification of Interviewee	Defining himself (or herself) with his organization	"...People act fondly as they identify with their company. (Int. 3)"	High
	Seeing himself (or herself) with his organization	"... A high culture of ownership has emerged in people and a very selfless work is being carried out... (Int. 7)"	High
	Embracing the success/failure of their organization	"As a result, ownership of the business and identification with the business rises to a high level. (Int. 3)"	High
The Culture of Organizations	Level of importance to work	"... However, I find my company too people-oriented. That's why I think he gets interrupted by tasks from time to time... (Int. 8)	Moderate
	Give importance to hierarchy	"... We don't have very vertical steps, but we do have a hierarchy that occurs naturally..."	Moderate
	Emphasis on power	-	-
	Decision taken from the center	"... The board of directors meets every week for general operation. Regular reports are made to the group headquarters Paris and regular audits are carried out by the group. (Int. 1)	High
	Flexibility for subordinates in decision making	"... Subordinates here take the initiative and inform by using the communication network... (Int. 7)	Moderate
	Emphasis on equality in the distribution of authority	"... No supervisor gets his criticism there. But there is a side in new friends who question what to buy without showing what to give..."	High
	Standardization in applications	"... Initiative cannot be used in processes determined by procedures... (Int. 2)	High
	Close surveillance of the actions of subordinates in applications	"... Taking into account the production loss that will occur, our control mechanisms should be high... (Int. 3)	High

Independent codings and co-coding are included in Appendix-B and Appendix-C respectively. The points to be considered when coding The Individual's Level of The Green Constiousness were as follows. If the interviewee pays attention to the recycling of solid wastes, consumes water consciously, consumes paper consciously and generally applies other environmental practices, environmental awareness is coded high. Otherwise, there is a low level of coding. The Internalization Level of Green Practices of Company dimension was examined in terms of the company's green human resources practices (Shah, 2019). If the company is trying to bring environmentalist policies to employees in training and job descriptions, and if it supports mechanisms to support the environmental practices of employees in remuneration and reward, the level of internalization is coded as high. In particular, if the interviewee includes environmentalist practices in the company's social responsibility practices in his statements, if he (or she) internalizes a green culture, if he (or she) fulfills green practices only with environmental concerns without any institutional pressure, it is concluded that internalization is high again. In the identification section, which is another dimension of the research, in line with the studies of Mael and Ashforth, (1992) and Mael and Tetrick (1992), it was examined how the individual defines himself (or herself), how he (or she) sees his (or her) organization with himself (or herself), and how he (or she) considers himself (or herself) from the success and failure of the organization. If the employee defines himself (or herself) with the organization in his (or her) statements, identifies himself (or herself) with the organization, and defines the success and failure of the organization as his (or her) own success and failure, organizational identification is high, otherwise low level is coded. In determining the organizational culture, which is the last dimension of the research, the level of importance that the company attaches to work, hierarchy and power, the level of centralization in decision making, the flexibility of subordinates to take initiative in decision making, the equal distribution of authority between levels, whether the practices are standardized or not, and the level of surveillance of subordinates' practices were taken into account. In the process of determining organizational cultures , the statements of Trompenaars and Asser (2010) were taken into account. Accordingly, in the case of the company included in the research, the importance of work, hierarchy and power is given at a high level, decisions are taken from the center, if the level of subordinates to take initiative is medium or low, if the practices are highly standardized and subordinates are closely observed, it is concluded that the Eiffel Tower type organizational culture is dominant. If importance is

given to people rather than work, but hierarchy and power are also given relative importance, if the influence of the center in making decisions remains in place, if the initiative of subordinates is partially low and close supervision of employees is moderate, it is concluded that an organizational culture in which both Eiffel Tower and Family-type organizational culture are present together.



4. RESULTS AND DISCUSSION

In this section, the results of field researches conducted in line with quantitative and qualitative research paradigms are reported.

4.1. Findings about Green Human Resource Practices and Cultural Types

In this section, as a result of the analysis of the data collected from the surveys, the results of the research were reported in order to reveal the relationship between green human resources practices and culture types.

4.1.1. Descriptive Statistics

The findings of the descriptive statistics of the participants can be seen in Table 4.1. As can be seen in Table 4.1, 18.2 percent of the participants in the research have the age range of 18-29, 54.5 percent have the age range of 30-39, 13.6 percent have the age range of 40-49, 13.6 percent have the age range of 50 and older.

Table 4.1. Participant Information

Factor		Frequency	Percent
Ages	18-29	8	18,2
	30-39	24	54,5
	40-49	6	13,6
	50+	6	13,6
Gender	Man	25	56,8
	Women	19	43,2
Education Level	High School	4	9,1
	Associate Degree	1	2,3
	Bachelor's Degree	29	65,9
	Graduate	10	22,7
Position in the Company	Junior Administrative Officer	10	22,7
	Office Clerk	1	2,3
	Finance Department Employee	1	2,3
	Human Resources Manager	1	2,3
	Middle-Level Manager	9	20,5
	Health Personnel	1	2,3
	Sales Consultant	6	13,6

Table 4.1. Participant Information (continue)

Factor		Frequency	Percent
Position in the Company	Expert	4	9,1
	Assistant Specialist	1	2,3
	Senior Manager	10	22,7
Working Time in the Company	0-1 year	4	9,1
	1-5 years	21	47,7
	11-15 years	5	11,4
	16+	4	9,1
	6-10 years	10	22,7

56.8 percent of the participants were men and 43.2 percent were women. When evaluated in terms of education level, 2.3 have associate degree, 9.1 have high school, 65.9 have bachelor's degree and 22.7 have master's degree. When the positions of the participants in the companies were examined, it was seen that 22.7% were Junior Administrative Officer, 2.3% were Office Clerk, 2.3% were Finance Department Employee, 2.3% were Human Resource Manager, 20.5% were Middle-level Managers, 13.6% were Sales Consultants, 9.1% were Experts, 2.3% were Assistant Specialists, and 22.7% were Senior Managers.

4.1.2. Correlation Results

Bivariate correlation analyzes were conducted to determine the correlation between organizational identification and green human resources practices. Analysis results can be seen in Table 4.2. "My company assesses who needs training in environmental management." It was seen that there was a negative correlation between the expression and organizational identification at the 99 percent confidence interval (-,413). "My organization uses environmental protection elements as the central themes of green training." It has been determined that the expression has a negative correlation of -,347 in the 99 percent confidence interval. "My company presents green whistle blowing and helplines." It has been determined that there is a negative correlation at the level of -,367 in the 99 percent confidence interval between the expression and organizational identification.

Table 4.2. Correlations Results

		Org. Identi.	1	2	3	4	5	6	7
Organizational Identification	Pearson	1	-,413**	-,022	-,347*	-,247	-,114	-,290	-,367*
	Correlation								
1	Sig. (2-tailed)		,005	,885	,021	,106	,461	,056	,014
	Pearson	-,413**	1	,507**	,726**	,668**	,422**	,615**	,574**
2	Correlation								
	Sig. (2-tailed)	,005		,000	,000	,000	,004	,000	,000
3	Pearson	-,022	,507**	1	,570**	,519**	,736**	,556**	,424**
	Correlation								
4	Sig. (2-tailed)	,885	,000		,000	,000	,000	,000	,004
	Pearson	-,347*	,726**	,570**	1	,661**	,612**	,743**	,666**
5	Correlation								
	Sig. (2-tailed)	,021	,000	,000		,000	,000	,000	,000
6	Pearson	-,247	,668**	,519**	,661**	1	,546**	,740**	,720**
	Correlation								
7	Sig. (2-tailed)	,106	,000	,000	,000		,000	,000	,000
	Pearson	-,114	,422**	,736**	,612**	,546**	1	,506**	,484**
8	Correlation								
	Sig. (2-tailed)	,461	,004	,000	,000	,000		,000	,001
9	Pearson	-,290	,615**	,556**	,743**	,740**	,506**	1	,730**
	Correlation								
10	Sig. (2-tailed)	,056	,000	,000	,000	,000	,000		,000
	Pearson	-,367*	,574**	,424**	,666**	,720**	,484**	,730**	1
11	Correlation								
	Sig. (2-tailed)	,014	,000	,004	,000	,000	,001	,000	

*, Correlation is significant at the 0.05 level (2-tailed).

**, Correlation is significant at the 0.01 level (2-tailed).

4.1.3. Differences between Cultures

The Independent Samples Test was conducted to see if there is a difference between the green human resources practices in companies and the organizational identification of employees between two different cultures, by grouping companies with a completely Turkish ownership structure and companies with a foreign partner in the ownership structure. Analysis results are shown in the tables below (see. Table 4.3 and Table 4.4).

Table 4.3. Group Statistics

		VAR00001	N	Mean	Std. Deviation	Std. Error Mean
REGR factor score for analysis 1	1	1,00 ,00	20 24	,0215771 -,0179809	1,14772291 ,88354128	,25663864 ,18035211
REGR factor score for analysis 1	2	1,00 ,00	20 24	-,5588202 ,4656835	,98547433 ,75462919	,22035876 ,15403804

Table 4.4. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
GHRP	Equal variances assumed	1,500	,227	,129	42	,898	,03955797	,30628736	-,57855496	,65767089
	Equal variances not assumed			,126	35,2	,900	,03955797	,31367224	-,59704337	,67615931
	Identification	2,551	,118	-	42	,000	-	,26240912	-	-
	Equal variances assumed			3,90	4		1,02450367		1,55406671	,49494064
Identification	Equal variances not assumed			-	35,1	,001	-	,26886000	-	-
	Equal variances not assumed			3,81	68		1,02450367		1,57022509	,47878226
	Identification	2,551	,118	-	42	,000	-	,26240912	-	-
	Equal variances assumed			3,90	4		1,02450367		1,55406671	,49494064

According to the results of the Levene test, there is an equality of variance between both GHRP and Organizational Identification averages. So much so that Sig. for GHRP factor ,227; for organizational identification, Sig. ,118 appeared. This indicates that equality of variance has been achieved. For this reason, the average difference between Turkish and Turkish-foreign companies was interpreted according to the values in the equal variances assumed row. As can be seen in Table 4.4 , it can be said that there is no significant difference between the groups in terms of GHRP factor. For Sig. was calculated as ,898. However, since

$p = ,000 < 0.05$ in terms of organizational identification factor, it can be said that there is a significant difference between the averages between Turkish and Turkish-Foreign initiatives. In terms of organizational identification factor, the identification values of the employees in the companies whose ownership structure is completely Turkish were found to be higher than the employees in enterprises whose ownership structure was Turkish and foreign.

4.2. Findings about The Level of Green Fit, Organizational Identification and The Internalization Level of Green Practices Under Different Organizational Cultures

In this section, the level of the participants' internalization of environmental practices, the level of environmental practices of the companies they work with, the level of self-identification of the participants with their companies and the culture types of 3 different companies included in the research are given.

4.2.1. The Green Consciousness Level of Participants

As a result of the codings, it was seen that almost all of the interviewees participating in the research had high environmental awareness. The results can be seen in Table 4.5. below.

Table 4.5. The Green Consciousness Level of Interviewee

Dimension of Factor	Int. 1	Int. 2	Int. 3	Int. 4	Int. 5	Int. 6	Int. 7	Int. 8
Solid waste recycling	High	High	High	High	High	High	High	High
Consciousness of water consumption	High	High	High	High	High	High	High	High
Paper use awareness	High	High	High	High	High	High	High	High
Environmental awareness	High	High	High	High	High	High	High	High

The following statements of a participant from Company 1 regarding environmental awareness indicate that she internalized environmental practices at a high level.

"... In everyday life, I take care of things like using my own mug, bringing my own water bottle, and if possible, I try to use public transport. I am trying to reduce my energy consumption, for example, I am trying to support the environment with small actions such as turning off the light when leaving the room, reducing my combi boiler consumption... (Int. 1)"

It is seen that the sustainability concern is at the forefront of the 2nd interviewee from the company, high environmental awareness. It is seen that the second interviewee tries to reduce the behaviors that may lead to unnecessary energy consumption in general in his environmental practices. Likewise, it has been observed that it tries to separate its environmentally harmful wastes in a way that can be harmful to the environment at least. It is possible to understand this from the following interviewees:

"... The world is our home and this is now a place where we make tomorrow unknown. We are on the brink of many environmental crises and our awareness is increasing. However, we do not grow up with too much environmental awareness in our culture, we reach this consciousness with the gains we make later. Turning off unnecessary lights, paying attention to water consumption, paying attention to plastic waste, paying attention to waste such as dirty oil, separating if possible (separation is also available in our company) are some of the individual habits I have gained from later... (Int. 2)"

Another interviewee with a high environmental awareness has gained environmentalism as a value for himself. In parallel with this, it has shaped plastic consumption. This can be understood from the following statements of the interviewees:

"... I try to apply environmentalism as a value in my life. I am very sensitive about water consumption. I am sensitive about issues such as the use of bags in the market, recycling of plastics... (Int. 3)"

Int.6, an interviewee from Company 3, sees the continued environmental practices as a legacy. In parallel, he attaches importance to recycling practices in his daily life and also tries to reduce paper consumption. These indicate that this interviewee internalizes environmentalism.

"I worked in the environmental sector for many years. At every point where I am, I think that the environment is a heritage for our children and I attach importance to the separation and recovery of wastes and carry out applications related to this. On the site where I live, I inform

people about these issues. I use porcelain glasses in the office. I explain the harms of hazardous wastes to our employees in my occupational health and safety trainings. (Int.6)"

Int.8, an interviewee from Company 2, is trying to reduce the fossil fuels it uses. In addition, it shapes its practices in daily life in order to transfer this situation to its immediate environment. We can understand this from the interviewee statements below.

"... I try to improve my children's sensitivity to the environment. I do my best to sort the wastes and send them to recycling. I was seriously surprised when I saw the environmental impact of textiles. When I learned that the simplest t-shirt requires tons of water to manufacture and that a significant amount of chemicals are mixed into these tons, I realized that the more you use a clothing product, the more it will benefit the environment. (Int.8)"

In general, it is seen that the interviewees participating in the research have a sustainable understanding of the environment. This can be understood from the fact that they are trying to reduce the consumption of solid and liquid waste, and that they want to minimize carbon-oriented solid, liquid and gaseous energy sources as much as possible. In summary, it can be said that the participants have a high level of environmental awareness.

4.2.2. The Internalization Level of Green Practices of Company

It has been seen that Company 1 and Company 3 have the same level and Company 2 has a different level in the coding made on the level of internalization of green practices by the companies included in the research. The codings indicate that Company 1 and Company 3 internalize green applications at higher than low and lower than moderate levels, while Company 2 internalizes them at a high level. It should be stated here that they differ partially in the sub-dimensions of environmentalism, but they have similar values in general. Table 4.6 can see how these internalization levels are realized in the companies, in terms of which dimensions.

Table 4.6. The Internalization Level of Green Practices of Company

Dimension of Factor	Company 1	Company 2	Company 3
The company's being environmentally friendly in solid waste management	High	High	High
The company is environmentally friendly in water consumption and water waste management	High	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High	High
Involving environmental practices in the company's social responsibility projects	Moderate	High	Low
Paying attention to environmental/green issues in organizational practices	High	High	Moderate-High
Providing training to employees on environmentalism	High	High	Moderate-High
Clearly defining environmental targets	High	High	Moderate
Being an environmentalist is a criterion in recruitment	Moderate	Low	Low
The company has an environmental policy	High	High	Moderate
Considering environmentalism in performance management	Moderate	High	Moderate
Human resources practices that will reduce carbon emissions (eg, electronic processes)	Moderate	High	Moderate
Including environmentalism in job descriptions	Low-Moderate	High	Moderate
The company's environmental practices away from commercial concerns	Low	High	Low
The company's environmental practices wholeheartedly (really for the environment)	Low-Moderate	High	Low
Reflecting environmental practices in pricing	Low-Moderate	High	Low
Totally The Internalization Level of Green Practices of Company	Higher than low and lower than Moderate	High	Higher than Low and Lower than Moderate

4.2.2.1. The Internalization Level of Green Practices of Company 1

It has been observed that Company 1 attaches great importance to solid and liquid waste management and practices that will reduce emissions. The following interviewee statements support this:

"We are a global group company. Our company has signed the Paris Climate Agreement and pledged to be carbon neutral by 2050. We have a culture of sustainability in our company with both social and economic dimensions from the past. In this context, we have targets such as water reduction, waste reduction, recycling issues, carbon emission reduction that we set with a concrete, calculated percentage. For example, we have a target to reduce direct and indirect emissions by 33% by 2030. In addition, we have targets such as trainings and small activities on increasing the environmental awareness of employees. In order to direct the market within the country, we have goals such as lobbying activities and cooperation with such NGOs. As a company, we have made plans to reduce our environmental footprint. (Int. 1)"

However, in the human resources practices of Company 1, it was determined in the coding that included three different levels. It can be said that the fact that the company has just started these sustainability practices is effective in this. In this way, it can be said that the company has not yet completed its applications. The following interviewee statements support this:

"We started setting those goals just last year. We plan to collect our first concrete targets by the end of this year. So we haven't given any feedback to our employees yet. In the coming year, we will transfer the results such as how much of our goals we have achieved and how we are doing to our employees. There is a control mechanism within our company to which we send all our calculations. When announcing this to the outside, we always proceed with third party verification in order not to be greenwashed. Controlling and sharing our outputs is also one of our goals. (Int. 1)"

However, in the context of these human resources, it is also seen that employees are trained periodically. So much so that in these trainings, development is made not only in the office environment but also in how to exhibit more environmentally friendly behavior in daily lives.

"They are trying to create an awareness about recycling. Apart from this, we try to provide training regularly by identifying certain specific topics. For example, the contribution of minimal living to sustainability. In recent months, we've given a general tutorial and we wanted to start from the most basic place, which is what sustainability is. We have given a training covering what is known about this subject, what is being done in the world about this issue, which countries are doing what kind of things, what is being done about this issue in Turkiye and what can be our part individually. Afterwards, we had an interactive gamified training on individual awareness on our own internal platform. We have implemented training on several topics such as sustainability on the street, sustainability in the office and sustainability in our home. We apply award-winning trainings. (Int.1)"

It can be understood from the following statements that environmental practices are newly developed in Company 1 and that the participation of employees is tried to be ensured in order to internalize it:

"... I don't think the environmental culture in the company is very high, but rather we are trying to increase this culture. There are people who are very conscious, as well as people who are not interested at all. Collecting ideas from employees and putting their ideas into practice is one of the processes we operate, but we are progressing more minimally in this regard... (Int. 1)"

4.2.2.2. The Internalization Level of Green Practices of Company 2

It is seen that environmentalism practices are high in almost every dimension in Company 2. In parallel with this, it can be said that the company has a high level of solid and liquid waste management, emission reduction, environmental practices in social responsibility projects, the importance given to being environmentalist in organizational practices and environmentalist policy. This can be understood from the following interviewee statements:

"...However, as long as you are able to act responsibly and manage and control the rules with the support of the management, you will reach a result in time. We have studies on energy efficiency and resource use in our business, and I think we are a brand in waste management. We have recycled 92% of the waste we have produced throughout history. Therefore, we have trainings on this subject where we share tips on what can be done in people's homes, from annual and periodic trainings... (Int. 8)"

“It has been observed that Company 2 sets environmental targets on the basis of each division. As we move from departments to individuals, it is understood that these goals are set and observed individually. The following interviewee's statement supports this:

“... On our scale, the effect of individuals on a plant-wide yield or inefficiency is not measurable. However, all relevant departments have process objectives and the environment is definitely among these targets. Therefore, we expect them to directly monitor the performance of the departments. We inspect them 2 or 3 times a year. When you go towards individuals, unlike the departments, we set personal performance targets for whatever is a priority for that year that we set with human resources. There is definitely an environment in these. For example, the operations department definitely has a target related to emissions... (Int. 8)”

Another finding that environmental practices are internalized at a high level in Company 2 is that environmental behaviors at the individual level are also taken into account in the evaluation of employees' performance. The following interviewee statements support this claim:

“....There are also questions about the environmental performance of the employee in the annual performance interviews. We are waiting for the supervisor to answer those questions. We contribute externally. For example, if a department is warned several times during the year by a single staff member... (Int. 8)”

Similar to Company 1, we can understand from the following statements that environmental trainings are provided for employees in Company 2.

“... Training is provided at least twice a year. In these trainings, first of all, they are approached with a global education logic. It starts with what being an environmentalist will bring to the world, not to the company. From the pollution that a drop of oil can create, to where the world can go if the world is not environmentalist, it is then transformed into company-based targets. Trainings are given by visually supporting the things that the person needs to do with short films, animations or flow charts... (Int. 7)”

Another point that draws attention in Company 2 is that even if the employee does not have environmentalist features in the recruitment, an additional effort is made to gain these characteristics in the process of socialization within the company.

"If there's something about that in your resume, of course we'd like to hear about it, but it's not something that comes up with much. We tend to take more raw people and add something about the environment... (Int. 8)"

In the analyzes made, it has been seen that Company 2 carries out environmental practices with the concern of being an environmentally friendly company. As a matter of fact, in the implementation of these practices in Company 1, economic concerns as well as being environmentalist drew attention. In general, it can be said that Company 2 has internalized environmental practices at a high level.

4.2.2.3. The Internalization Level of Green Practices of Company 3

The codes made were found to have a high level of solid and liquid waste management and emission management in Company 3. However, in social responsibility practices, environmentalist practices were low, environmental practices in organizational practices were medium and high, training was medium and high in providing training to employees, and setting targets on the basis of environment for employees was medium. It was observed that environmentalist criteria in recruitment had low level and performance management had moderate environmental concerns.

It can be said that the Company 3 employees have included medium and high level practices in order to increase and observe their environmentalist practices in their daily business activities. Especially in the applications carried out in the external environment, they include activities aimed at not polluting the environment. This can be understood from the following interviewee statements:

"In field applications, we first try to increase the environmental awareness of employees. Within the scope of the 14001 environmental policy, we explain the management system and inform the employees about what is hazardous waste, what is household waste, what is recyclable waste. Every time we go out on the field, we have certain goals per month, such as controlling to reach a certain number of teams and supervising them. Part of the supervision is also about the environment. For example, whether employees leave the materials they use to the environment or if there is a material left to the environment from the team working before, we observe whether the team that works later removes this material from there and as

a result, we inform about the environment. We make observations about whether the wastes are contaminated on the ground. (Int.6)"

"With the reduction of fuel consumption, we have started to look at the applications in the field with different eyes. There have been demands from the employees themselves, such as collecting plastic seals attached to the meters and taking them to recycling areas. (such as where we will store these wastes and where we will collect them) . As occupational safety experts, when we set a performance target at the beginning of the year, the environmental target is among these targets. (Int.5)"

Another point that draws attention in Company 3 is that employees go to individual rewards in order to increase the level of internalization of their environmental practices.

"Yes, we do. For example, one of our employees was deemed worthy of an award as a result of a proposal about the environment. We have competitions on World Environment Day. (Int.6)"

It is understood that on the basis of transferring environmental applications to employees in Company 2, applications are also made through announcement (for example, with various digital applications used).

"Our priority is to transfer directly, it can be transferred through various digital applications used within the company, on websites, in OHS announcement boards in workplaces. (Int.5)"

In general, it can be said that environmental practices are still developing in this company. The following interviewee statement supports this.

".. It is difficult to qualify as advanced, but it would be more accurate to call it developing. (Int. 5)"

The basic dynamic underlying being an environmentalist in this company is that being environmentalist is an important criterion in the evaluation of the company in accessing green bonds. This seems to be effective in internalizing the company's environmental policy. This situation leads to a low perception of volunteering in the company's development of environmental culture. We can understand this from the following interviewee's statement.

"The EBRD (European Bank for Reconstruction and Development) had bought 20% of the Istanbul Stock Exchange. Later, when the negotiations between the government and the

European Union could not pass a certain point, the bank gave up on this investment. EBRD has decided to support environmental investment in reliable institutions. Therefore, the EBRD loan is the loan with the lowest interest rate and the longest term among the loans for environmental improvement. We use 100 million dollars from this loan. Therefore, the environment has become an indispensable financial resource for the company. This is the case for most of the big companies. Since companies do not have the luxury of giving up this resource, they happily fulfill these obligations and competencies. From reducing the carbon footprint, fashionable environmental concepts have all become preferred by companies due to monetary requirements... (Int.4)''

The codes made indicate that the participants have a high level of identification with their companies. These results can be seen in Table 4.7 below.

Table 4.7. The Level of Organizational Identification of Interviewee

Dimension of Factor			Int. 1	Int. 2	Int. 3	Int.4	Int.5	Int. 6	Int. 7	Int. 8
Defining himself (or herself) with his organization			High	High	High	High	High	High	High	High
Seeing himself (or herself) with his organization			High	High	High	High	High	High	High	High
Embracing the success/failure of their organization			High	High	High	High	High	High	High	High

Interviewee 1, who is a participant from Company 1, stated that giving importance to green practices above her expectations in her company was effective in her identification with the company with the following words:

"Environmentally, it even exceeds what I personally want to implement. Because our company carries out its activities by internalizing it, not on paper, and wants to touch every employee. (Int. 1)''

Similarly, Int.3, an interviewee from Company 2, emphasized that the cleanliness in the workplace, the importance given to occupational health, and the support for people's personal

development are evident in the fact that employees have a high level of identification with their companies. The following interviewee statements support this:

"The turnover rate in our company is very low, so those who enter the company work for quite a long time. As a result, ownership of the business and identification with the work rises to a higher level. Emotional commitment is high in our company. People are lovingly acting in a way that is identified with their company. Harmony with the environment, cleanliness in the workplace, the importance given to occupational health, support for people's personal development and similar elements increase commitment. Therefore, we have a structure that is proud of the company's successes and worries about its failures. Commitment is also increasing due to the low turnover rate. (Int. 3)".

In summary, it was seen that all participants had a high level of identification with their companies.

4.2.3. The Culture of Organizations

The coding indicated that Company 2 and Company 3 had Eiffel Tower and Family type culture, while Company 1 had only Eiffel Tower culture. The coding results can be found in Table 4.8 below.

Table 4.8. The Culture of Organizations

Dimension of Factor	Company 1	Company 2	Company 3
Level of importance to work	High	Moderate	Moderate
Give importance to hierarchy	High	Moderate	Moderate
Emphasis on power	Moderate	Moderate	Moderate
Decision taken from the center	Moderate	Moderate	Moderate
Flexibility for subordinates in decision making	Moderate	Moderate	Moderate
Emphasis on equality in the distribution of authority	Low-Moderate	High	Moderate

Table 4.8. The Culture of Organizations (continue)

Dimension of Factor	Company 1	Company 2	Company 3
Standardization in applications	High	Moderate-High	High
Close surveillance of the actions of subordinates in applications	High	High	High
Type of Organizational Culture	Eiffel Tower	Eiffel Tower-Family Culture	Eiffel Tower-Family Culture

In Company 1, a high level of emphasis on work and hierarchy, a medium level of emphasis on power, a medium level of centralization of decisions, a medium level of flexibility in employees, a low moderateness in the distribution of powers, a high level of standardization and close oversight of the actions of subordinates are effective in this company. The following interviewee statements support them:

“Since we are a group company, there is a commitment to the group, a decision-making mechanism according to the group directives. The board of directors meets every week for the general operation. Regular reports are made to the group headquarters in Paris and regular audits are carried out by the group. In the internal functioning, there is an approval system from the subordinate to the top. For example, any personnel can open any purchase request. However, if there is an interim manager, if the top manager approves it, it will be processed. (Int. 1)”

"At every stage, subordinates have the right to speak, ideas/suggestions can be made on every issue, but the approval of the superior is observed. Things work entirely through corporate processes. Each unit has a written procedure for its operation, and employees must comply with it. For example, there is a process that includes the approval and information of 3-4 units for 1 package of sample product to go to the customer. Initiative cannot be used in processes determined by procedures. (Int. 1).

"Our business is committed to the values of employee focus, respect for the environment, sustainability and being innovative in the sector. (Int. 1)"

In Company 2, it was seen that the importance given to work, hierarchy and power at the medium level, the decisions were taken from the center at the medium level and the flexibility given to the subordinates was at the medium level, the equality in the distribution of authority was at a high level, the standardization in the applications was at the medium and high level and the close supervision of the actions of the subordinates in the practices was high. These findings indicate that Eiffel Tower and Family type culture are seen in this company. The following interviewee statements support this claim:

"This company has a people-oriented approach to everything. We have a slogan called "People First" that has been used by the administration for years. First, the person needs to work in a happy, safe and healthy way. When it comes to the decision-making part of the business, all kinds of decisions are not taken together with the subordinates. There is a production level where every decision is made according to its strategic level. But after these decisions are taken, they are shared with the subordinates. However, in some cases, subordinates are also involved in decision-making processes. As with any company, there are details that vary according to the specificity of the decision taken.. (Int. 7)"

"It's about work habits and work culture. When you're too people-oriented, I see a tendency to get lost in unnecessary detail. You start listening to why a job should not be done instead of how a job should be done. Our turnover in employees is quite low. People tend to be status quoists. As long as we are people-oriented, as we try to incorporate people's ideas into the decision-making mechanism, I think it becomes more difficult to make decisions. (Int. 8)"

"No supervisor gets his criticism there. But there is a side in new friends who question what to buy without showing what to give. Therefore, we get the questions of when I will progress and when I will get a title from our new friends. (Int.8)"

"The basic mindset of this company is based on the slogan "People First". Rather than production figures or other figures, agents are used that will cause minimal harm to the chemicals we use so that people can come to their jobs with confidence, healthy, without any injuries. Maximum equipment is provided to ensure occupational safety. The motto of the people here in terms of work is to keep our order at the highest level and to make efforts in this way. (Int.7)"

Company 3, which has the same culture as Company 2, has shown a medium level of emphasis on business, hierarchy and power. It was seen that decisions were taken from the center and subordinates were given moderate flexibility in making decisions. It was observed that the equality of distribution of authority was at a medium level, and the standardization of practices and close supervision of the actions of subordinates were at a high level. With these values, it can be said that Company 3 owns Eiffel Tower and Family Type Culture together.

"We are business-oriented and employee-oriented. In a hierarchical way, I said, they are not in our company, long discussions are definitely held. Since we are listed on the stock market at a rate of 20%, we are far from situations like a family company when making decisions. Our company, which is an international partner, has a serious know-how and it goes in parallel with this when decisions are made. Employee involvement is also sought. Serious negotiations are taking place. There is also a sincere atmosphere. When the CEO comes, you don't stand up and stand in the main stance like in the government office, you can call him by his very comfortable name. (Int. 4)"

"... We have a suggestion system that we call the piggy bank of ideas open to everyone. You express your ideas in terms of job security, environmental sense or in different areas with all your freedom. These go through an evaluation mechanism. If deemed appropriate, these ideas are put into practice. When we set our performance targets, we do not set targets that we cannot achieve. We are trying to achieve our goals by reaching mutual agreement. (Int. 5)"

"There is a code of ethics, a very well-functioning ethics committee, and serious filters on internal auditing. (Int. 4)"

4.2.4. The Level of Green Fit and Organizational Identification

With the codes made, it indicates that the green fit between the environmentalism levels of the employees and the level at which the companies internalize the environmentalist practices is achieved. In fact, what was quoted above was to indicate that the environmentalist personalities of the participants were high. On a company basis, Company 1 and Company 3's internalization of environmental practices was higher than low and lower than moderate, while Company 2 was at a high level. This indicated that there was a partial differentiation between the environmentalism awareness of the participants and the internalization of the company's environmentalist practices. The coding results can be seen in Table 4.9 below. As

seen in The Level of Green Fit column, Interviewee 1 and 2, which are from Company 1, have been seen as the level of green fit at the moderate and high level due to the company environmentalism internalizations that are at low and medium level. On the other hand, in Company 2, where environmental practices were internalized at a high level, Interviewee 3, 7 and 8 were found to have high levels of green phytes. In Interviewee 4, 5 and 6, Company 3 had a partial compliance similar to that of Company 1. So much so that moderate-high compliance level was detected in Interviewee 4 and 5 and green fit was detected in Interviewee 6 at high level. These findings indicated that participants and companies had a similar level of environmental awareness.

Table 4.9. The Level of Green Fit

Interviewee	The Level of Green Fit	The Level of Organizational Identification of Interviewees
Interviewee 1	High	High
Interviewee 2	Moderate	High
Interviewee 3	High	High
Interviewee 4	Moderate-High	High
Interviewee 5	Moderate-High	High
Interviewee 6	High	High
Interviewee 7	High	High
Interviewee 8	High	High

It was found that the level of green fit of the participants was high in all of their level organizational identifications. This is because the employee's similar environmental awareness with the company does not make a significant difference in the level of organizational identification.

4.2.5. The Internalization Level of Green Practices Under Different Organizational Cultures

When the level of internalization of green practices and the types of culture of 3 different companies operating by taking foreign partners from abroad in the context of Türkiye is compared, it cannot be said that there is a complete relationship between the type of culture and the internalization of green applications. Because it is seen that Company 1 and Company 2, which internalize environmental practices at the same level, do not have the same culture in the full sense. In terms of organizational cultures, Company 1 has a completely Eiffel Tower culture, while Company 3 has spread the Family-type culture throughout the business with the influence of Turkish partners. Especially in Company 3, it was seen that hierarchy, work, power were given a medium importance. It is important that these dimensions are at a medium level in Company 3 to support the Family-type organizational culture. Because in Company 1, these dimensions have been determined at a high level. This differentiation has formed the basis for the cultural differentiation between these two companies. So much so that other features were similar between Company 1 and Company 3. When this situation is considered together with the low-moderate emergence of environmental practices between Company 1 and Company 3, it cannot be said that there is neither a complete differentiation nor a similarity. However, in Company 2, the emphasis on work, hierarchy and power, the centralization of the decision, and the flexibility of subordinates in making decisions are at the intermediate level as in Company 3. In the case of these two companies, the two differences are that the distribution of authority is high in Company 2, moderate in Company 3, and practices are moderate-high in Company 2; in Company 3, it is high. Despite the partial divergence of such dimensions, it can be said that it has the same type of culture. Although Company 1 and Company 3 have the same level of internalization, it seems to have different cultures.

Table 4.10. Comparison of The Level of Green Practices and Type of Organizational Cultures

Company	The Internalization Level of Green Practices	Type of Organizational Cultures
Company 1	Higher than Low Moderate	Eiffel Tower
Company 2	High	Eiffel Tower and Family
Company 3	Higher than Low Moderate	Eiffel Tower and Family

However, in the context of internalizing green applications, it can be seen that company is high and Company 3 is higher than low lower than moderate. This tells us that even if we have the same type of organizational culture, the internalization level of green practices may differ.

Within the framework of all these findings, it can be said that there is no direct connection between the type of culture and the internalization of environmental practices.

4.3. Theoretical Discussion

The results of this study provide information about the relationship between identification and cultural difference. A significant difference was found in the averages between companies that are fully Turkish owned and companies that venture with foreign partners. It has been observed that the identification level is higher especially in companies that are fully Turkish owned. This finding indicates that identification may be higher if the culture of the employee and the company are from the same culture. However, since there is no significant difference between green human resources practices of companies with different ownership structures, GHRP difference could not be determined between a fully Turkish-owned company and a joint venture established with Turkish and foreign partners. These findings indicate that the ownership structure is effective on identification but not on GHRP. Another contribution of the research is the finding of how the level of identification will be affected if the individual's

environmental awareness and organizational green practices are compatible. In this study, it was determined that the harmony between the individual's environmental awareness and the internalization of organizational green practices (higher level green fit) did not make a difference on organizational identification. Vijayakumar & Padma (2014: 41) found that a positive harmony between the identity of the employee and the identity of the company would also contribute positively to the identification of the employee. In this study, it was found that green fit did not make a significant difference on identification.

Another aspect of this study is that it tried to reveal what kind of pattern there is between the internalization of organizational green practices according to the types of organizational culture as defined by Trompenaars (1994) and Trompenaar and Asser (2010). In Eiffel Tower culture, the internalization of green applications has been seen from medium to low level (e.g. Company 2). Eiffel Tower and Family type culture has seen the internalization of both high and medium-to-low green applications. This difference indicates that green practices in the Eiffel Tower culture business do not occur at a high level. When Eiffel Tower culture and Family type culture are combined, it has been seen that green practices can be internalized at a higher level in Company 2. However, in Company 2 and Company 3, which have the same type of two cultures, there was no difference in the context of internalizing green practices. This indicates that organizational cultures do not have a full impact on the internalization of green practices. These findings suggest that the high hierarchy and work-oriented prevailing in the Eiffel Tower culture may have a negative impact on the creation of an environment- and people-oriented culture. This suggests that in the feminine type of culture that Hofstede describes, green organizational practices may also be high in the opposite way. Hofstede (2001) found that the level of femininity of Turkish culture was a relatively higher culture than masculinity. In this study, when family type culture comes into play, it shows that high level green applications are adapted for Company 2. However, this situation could not be confirmed in the case of Company 3. In fact, the striking point in the research may be that this differentiation may manifest itself in dimensions aimed at understanding whether green practices are done voluntarily or whether they are done away from commercial concerns. Because it can be said that Company 2 has made green practices voluntary and away from commercial concerns, while Company 3 has adapted green practices at the organizational level in order to adapt to environmental pressures. The same was seen in Company 1. This differentiation seems to be explained by DiMaggio and Powell (1983) and Zucker (1987) in

the context of the new institutional theory. Thus, in the new institutional theory, it has been argued that external institutional pressures are effective in adapting organizational practices (Özen, 2020; Westphal & Zajac, 1994; Zajc & Westphal, 1995).



5. CONCLUSION

In this study, the level of internalization of a green culture by the individual, the level of internalization of green practices at the organizational level by the company where the same individual works, and the effect of the harmony of this internalization on organizational identification, in particular, were examined. In addition, in this study, it has been examined how the adoption of green practices at this organizational level reveals a pattern according to the types of organizational culture defined by Trompenaars. In the study, these relationships were measured within the framework of both quantitative and qualitative research paradigms. Quantitative research findings revealed that in organizations where different types of cultures take place in the ownership structure, organizational identification decreases compared to the culture in which only one culture takes place, and GHRP does not change. Qualitative research findings, on the other hand, primarily showed how environmental consciousness developed at the individual level. These dimensions have been shown in terms of solid waste management, low plastic use, careful use of water consumption, caution in electricity consumption and applications that emit less carbon. These dimensions have shown the awareness of environmentalism at the level of individuals. Qualitative research findings have shown how green practices are adapted at the organizational level. Qualitative research findings indicate that the identification does not differentiate when a green fit develops between the individual and the organization. Finally, qualitative research findings have also revealed how green organizational practices are adapted if Eiffel Tower culture, Family type culture organizational culture types develop singly or in combination at the organizational level. In summary, the aim of this study was to show how different levels of organizational identification develop in different organizational cultures at different green fit levels. Research findings indicated that there may be differentiation and green fit between the environmental awareness of the employee and the organization's internalization of environmental practices. It has been observed that organizational identification is generally at a high level in companies where there is green fit. However, it was also observed that organizational identification was high even in the case of medium level of harmony. This finding strengthens the claim that the level of green fit has no effect on organizational identification. The effect of green fit in the context of organizational identification could not be revealed in this study. In terms of the effect of adaptation of green practices at the

organizational level according to organizational culture, it was seen that high levels of green practices could not be detected only in cultures where Eiffel Tower culture was effective (Company 1 in this study). But in Company 3, where the Family type culture coexists with Eiffel Tower culture, green practices at the organizational level have been shown to be a sub-moderate adaptation, similar to that of Company 1. However, in Company 2, where employee orientation is higher, it has been seen that high levels of green organizational practices are more adapted. This indicates that the Family type culture is higher than the Eiffel Tower culture with the effect of being employee-oriented in Company 2. However, in this study, it was not determined which type of culture was more dominant in the companies where both types of cultures were together. Therefore, no definitive statement can be made about the validity of this claim in this study. In this study, it has been shown how environmental practices can be internalized at the individual level. Since this internalization shows with which factors environmental consciousness develops at the individual level, the connection of this development at the individual level with other organizational attitudes and practices can be investigated. In future studies, the level of internalization of green practices at the individual level should be taken into account. In this way, the relationship between the internalization of environmental awareness at the individual level and the green fit of green practices at the individual and organization level can be investigated among the dependent variables in organizational behavior studies such as productivity, organizational citizenship, job satisfaction, turnover rate (Robbins & Judge, 2017). In internalizing green practices at the organizational level, this study focuses on the organizational cultures defined by the Trompenaars (1994) and Trompenaar and Asser (2010). However, it is also known that there are clan, hierarchy, market and adhocracy organizational cultures in the literature (Cameron & Quinn, 2006). In future studies, perhaps the relationship between these organizational cultures and green fit can be investigated. As stated in the discussion part of the study, there were findings that environmental and institutional pressures could be effective in adapting green practices at the organizational level. The impact of these institutional pressures on the adoption of green practices at both the organizational level can be measured in future studies. In addition, it can be investigated how environmental awareness is shaped at the individual level with macro-institutional pressures and adaptation at the organizational level. This study can actually show the meso and micro connection of macro-institutional pressures (DiMaggio and Powell, 1983; Thornton, Ocasio, & Lounsbury, 2012).

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APPENDIXES

APPENDIX A

GHRP	1	My company assesses who needs training in environmental management.
	2	My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job.
	3	My organization uses environmental protection elements as the central themes of green training.
	4	My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management.
	5	Our company emphasizes a culture of environmental protection and offering green practices.
	6	My organization offers opportunities to individuals to take part in green suggestion schemes.
	7	My company presents green whistle-blowing and helplines.
Identification	8	When someone criticizes my company, I feel like I've been criticized.
	9	I wonder what other people think of this company.
	10	When talking about this company, I use the word 'we' instead of 'I'.
	11	The success of this company is also my success.
	12	When this company gets praise, I feel it as a personal compliment.
	13	I feel embarrassed when I see an article in the media criticizing this company.

APPENDIX B Independent Coding

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Interviewee 1		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 2		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Interviewee 3		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 4		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 5		
Environmentalism at the Individual Level		

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 6		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 7		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 8		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Environmentalism Level-Company		
Company 1		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	Moderate

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Company		
Involving environmental practices in the company's social responsibility projects	High	Low
Paying attention to environmental/green issues in organizational practices	High	High
Providing training to employees on environmentalism	High	High
Clearly defining environmental targets	High	High
Being an environmentalist is a criterion in recruitment	Low	Moderate
The company has an environmental policy	High	High
Considering environmentalism in performance management	High	Moderate
Human resources practices that will reduce carbon emissions (eg, electronic processes)	High	Moderate
Including environmentalism in job descriptions	Moderate	Moderate
The company's environmental practices away from commercial concerns	High	Low
The company's environmental practices wholeheartedly (really for the environment)	High	Moderate
Reflecting environmental practices in pricing	Moderate	Low
Company 2		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High
Involving environmental practices in the company's social responsibility projects	High	High
Paying attention to environmental/green issues in organizational practices	High	High
Providing training to employees on environmentalism	High	High
Clearly defining environmental targets	Moderate	High
Being an environmentalist is a criterion in recruitment	Low	Low
The company has an environmental policy	High	High

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Company		
Considering environmentalism in performance management	Moderate	High
Human resources practices that will reduce carbon emissions (eg, electronic processes)	High	High
Including environmentalism in job descriptions	Moderate	High
The company's environmental practices away from commercial concerns	High	High
The company's environmental practices wholeheartedly (really for the environment)	Low	High
Reflecting environmental practices in pricing	High	High
Company 3		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High
Involving environmental practices in the company's social responsibility projects	Low	Moderate
Paying attention to environmental/green issues in organizational practices	High	Moderate
Providing training to employees on environmentalism	High	Moderate
Clearly defining environmental targets	Moderate	Moderate
Being an environmentalist is a criterion in recruitment	Low	Low
The company has an environmental policy	Moderate	Moderate
Considering environmentalism in performance management	High	Moderate
Human resources practices that will reduce carbon emissions (eg, electronic processes)	Moderate	Moderate
Including environmentalism in job descriptions	Moderate	Moderate
The company's environmental practices away from commercial concerns	Low	Low
The company's environmental practices wholeheartedly (really for the environment)	Low	Low
Reflecting environmental practices in pricing	Low	Moderate

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Organizational Culture- Company		
Company 1		
Level of importance to work	High	High
Give importance to hierarchy	High	High
Emphasis on power	High	Moderate
Decision taken from the center	Moderate	High
Flexibility for subordinates in decision making	Moderate	Low
Emphasis on equality in the distribution of authority	High	Low
Standardization in applications	High	High
Close surveillance of the actions of subordinates in applications	High	High
Company 2		
Level of importance to work	High	Moderate
Give importance to hierarchy	Moderate	Moderate
Emphasis on power	Moderate	Moderate
Decision taken from the center	Moderate	Moderate
Flexibility for subordinates in decision making	Moderate	High
Emphasis on equality in the distribution of authority	High	High
Standardization in applications	High	Moderate
Close surveillance of the actions of subordinates in applications	High	High
Company 3		
Level of importance to work	High	High
Give importance to hierarchy	Moderate	High
Emphasis on power	High	Moderate

APPENDIX B Independent Coding (continue)

Dimensions of Coding	Obs1	Obs2
Organizational Culture- Company		
Decision taken from the center	Moderate	High
Flexibility for subordinates in decision making	Moderate	Low
Emphasis on equality in the distribution of authority	Moderate	Low
Standardization in applications	High	High
Close surveillance of the actions of subordinates in applications	High	High
Employee-Company Green Fit		
Interviewee 1	High	Moderate
Interviewee 2	High	Moderate
Interviewee 3	High	High
Interviewee 4	High	Moderate
Interviewee 5	High	Moderate
Interviewee 6	High	High
Interviewee 7	High	High
Interviewee 8	High	High
Organizational Identification of the Employee		
Interviewee 1	High	High
Interviewee 2	High	High
Interviewee 3	High	High
Interviewee 4	High	High
Interviewee 5	High	High
Interviewee 6	High	High
Interviewee 7	High	High

APPENDIX B Independent Coding (continue)

Dimensions of Coding		Obs1	Obs2
Organizational Identification of the Employee			
Interviewee 8		High	High
Organizational Culture of the Company			
Company 1		The Eiffel Tower Culture	The Eiffel Tower Culture
Company 2		The Eiffel Tower Culture	The Eiffel Tower Culture and Family Culture
Company 3		The Eiffel Tower Culture and Family Culture	The Eiffel Tower Culture

APPENDIX C Co-codings

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Interviewee 1		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 2		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 3		

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 4		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 5		
Environmentalism at the Individual Level		
Solid waste recycling	High	High

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 6		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 7		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Individual		
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Interviewee 8		
Environmentalism at the Individual Level		
Solid waste recycling	High	High
Consciousness of water consumption	High	High
Paper use awareness	High	High
Environmental awareness	High	High
Organizational Identification		
Defining himself (or herself) with his organization	High	High
Seeing himself (or herself) with his organization	High	High
Embracing the success/failure of their organization	High	High
Environmentalism Level-Company		
Company 1		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High
Involving environmental practices in the company's social responsibility projects	High	Low

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Company		
Paying attention to environmental/green issues in organizational practices	High	High
Providing training to employees on environmentalism	High	High
Clearly defining environmental targets	High	High
Being an environmentalist is a criterion in recruitment	Moderate	Moderate
The company has an environmental policy	High	High
Considering environmentalism in performance management	Moderate	Moderate
Human resources practices that will reduce carbon emissions (eg, electronic processes)	Moderate	Moderate
Including environmentalism in job descriptions	Low	Moderate
The company's environmental practices away from commercial concerns	Low	Low
The company's environmental practices wholeheartedly (really for the environment)	Low	Moderate
Reflecting environmental practices in pricing	Orta	Low
Totally The Internalization Level of Green Practices of Company	Higher than Low Lower than Moderate	Higher than Low Lower than Moderate
Company 2		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High
Involving environmental practices in the company's social responsibility projects	High	High
Paying attention to environmental/green issues in organizational practices	High	High
Providing training to employees on environmentalism	High	High
Clearly defining environmental targets	High	High
Being an environmentalist is a criterion in recruitment	Low	Low
The company has an environmental policy	High	High

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Company		
Considering environmentalism in performance management	High	High
Human resources practices that will reduce carbon emissions (eg, electronic processes)	High	High
Including environmentalism in job descriptions	High	High
The company's environmental practices away from commercial concerns	High	High
The company's environmental practices wholeheartedly (really for the environment)	Moderate	High
Reflecting environmental practices in pricing	High	High
Totally The Internalization Level of Green Practices of Company	High	High
Company 3		
Environmentalism Level		
The company's being environmentally friendly in solid waste management	High	High
The company is environmentally friendly in water consumption and water waste management	High	High
The company's emphasis on practices that will reduce emissions (reducing electricity consumption, etc.)	High	High
Involving environmental practices in the company's social responsibility projects	Low	Low
Paying attention to environmental/green issues in organizational practices	High	Moderate
Providing training to employees on environmentalism	High	Moderate
Clearly defining environmental targets	Moderate	Moderate
Being an environmentalist is a criterion in recruitment	Low	Low
The company has an environmental policy	Moderate	Moderate
Considering environmentalism in performance management	High	Moderate
Human resources practices that will reduce carbon emissions (eg, electronic processes)	Moderate	Moderate
Including environmentalism in job descriptions	Moderate	Moderate
The company's environmental practices away from commercial concerns	Low	Low

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Environmentalism Level-Company		
The company's environmental practices wholeheartedly (really for the environment)	Low	Low
Reflecting environmental practices in pricing	Low	Low
Totally The Internalization Level of Green Practices of Company	Higher than Low Lower than Moderate	Higher than Low Lower than Moderate
Organizational Culture- Company		
Company 1		
Level of importance to work	High	High
Give importance to hierarchy	High	High
Emphasis on power	Moderate	Moderate
Decision taken from the center	Moderate	Moderate
Flexibility for subordinates in decision making	Moderate	Moderate
Emphasis on equality in the distribution of authority	Moderate	Low
Standardization in applications	High	High
Close surveillance of the actions of subordinates in applications	High	High
Company 2		
Level of importance to work	Moderate	Moderate
Give importance to hierarchy	Moderate	Moderate
Emphasis on power	Moderate	Moderate
Decision taken from the center	Moderate	Moderate
Flexibility for subordinates in decision making	Moderate	Moderate
Emphasis on equality in the distribution of authority	High	High
Standardization in applications	High	Moderate
Close surveillance of the actions of subordinates in applications	High	High

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Organizational Culture- Company		
Company 3		
Level of importance to work	Moderate	Moderate
Give importance to hierarchy	Moderate	Moderate
Emphasis on power	Moderate	Moderate
Decision taken from the center	Moderate	Moderate
Flexibility for subordinates in decision making	Moderate	Moderate
Emphasis on equality in the distribution of authority	Moderate	Moderate
Standardization in applications	High	High
Close surveillance of the actions of subordinates in applications	High	High
Employee-Company Green Fit		
Interviewee 1	High	High
Interviewee 2	Moderate	Moderate
Interviewee 3	High	High
Interviewee 4	High	Moderate
Interviewee 5	High	Moderate
Interviewee 6	High	High
Interviewee 7	High	High
Interviewee 8	High	High
Organizational Identification of the Employee		
Interviewee 1	High	High
Interviewee 2	High	High
Interviewee 3	High	High

APPENDIX C Co-codings (continue)

Dimensions of Coding	Obs1	Obs2
Interviewee 4	High	High
Interviewee 5	High	High
Interviewee 6	High	High
Interviewee 7	High	High
Interviewee 8	High	High
Organizational Culture of the Company		
Company 1	The Eiffel Tower Culture	The Eiffel Tower Culture
Company 2	The Eiffel Tower and Family Type Culture	The Eiffel Tower and Family Type Culture
Company 3	The Eiffel Tower and Family Type Culture	The Eiffel Tower and Family Type Culture