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Organizational Cultures and Internalization of Green Practices: A Comparative Research in Foreign Subsidiaries¹

Örgüt Kültürü ve Yeşil Uygulamaların İçselleştirilmesi: Yabancı Alt Kuruluşlarda Karşılaştırmalı Bir Araştırma

Aysima KURMAN^{a*} Mustafa ÖZSEVEN^b

^a Income Assistant Specialist, Ministry of Treasury and Finance, Gaziantep / TÜRKİYE

ORCID: 0000-0002-6531-0881

^b Assoc. Prof. Dr., Adana Alparslan Türkeş Science and Technology University, Faculty of Business, Adana / TÜRKİYE

ORCID: 0000-0003-3720-646X

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ÖZ

Bu çalışmada, yeşil uygulamaların içselleştirilmesinde örgüt kültürünün etkisi olup olmadığı ortaya konulmak istenmektedir. Bu minvalde, bu çalışmanın amacı örgüt kültüründen kaynaklanan yapısal uygulamaların, örgüt düzeyinde gelişen çevreci uygulamalara nasıl yansımaları göstermektedir. Araştırma amacı doğrultusunda Türkiye bağlamında yatırım yapmış 3 alt kuruluş üzerinde çoklu vaka analizi yapılmıştır. 3 farklı işletmenin ne tür örgüt kültürüne sahip oldukları, yeşil uygulamaların hangi seviyede içselleştirildiğine yönelik verilerin toplanmasında yarı yapılandırılmış görüşme formu takip edilerek sekiz görüşme yapılmıştır. Devamında, toplanan veriler içerik analizine tabi tutulmuş ve bu şekilde araştırma bulgularına ulaşılmıştır. Araştırmaya dahil edilen işletmelerin eyfel kulesi ve/veya aile tipi örgüt kültürüne sahip oldukları gözlemlenmiştir. Eyfel Kulesi kültürüne sahip Şirket 1’de, yeşil uygulamaların düşük-orta derecede benimsendiği gözlemlenmiştir. Eyfel kulesi kültürü ve aile tipi kültür öğelerini barındıran Şirket 2’de yeşil uygulamaların yüksek düzeyde içselleştirildiği görülürken, Şirket 2 ile aynı tip örgüt kültürünü benimsemiş Şirket 3’te yeşil uygulamaların düşük-orta derecede içselleştirildiği görülmüştür. Araştırma bulguları, yeşil uygulamaların ve örgüt kültürünün benimsenmesinde tam bir örüntü olmadığını gösterse de bulgular örgütlerde yeşil uygulamaların içselleştirilmesinde, örgüt kültürü unsurlarının zorunluluk veya gönüllülük bağlamında nasıl olması gerektiğine de ışık tutmaktadır.

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ABSTRACT

This study aims to reveal whether organizational culture has an impact on the internalization of green practices. In this respect, the aim of this study is to show how structural practices arising from organizational culture are reflected in environmental practices developing at the organizational level. In line with the research purpose, a multiple case analysis was conducted on 3 subsidiaries that invested in the context of Türkiye. Eight interviews were conducted by following a semi-structured interview form to collect data on what kind of organizational culture three companies have and to what extent green practices are internalized. Subsequently, the collected data has been subjected to content analysis and research findings were obtained in this way. It was observed that the companies included in the research had an Eiffel tower and/or family type organizational culture. In the Company 1, which has an Eiffel tower culture, it was observed that green practices were adopted at a low-medium level. While it was observed that green practices were internalized at a high level in the Company 2, which incorporated eiffel tower culture and family-type culture elements, it was observed that green practices were internalized at a low-medium level in the Company 3, which adopted the same type of organizational culture as Company 3. Although the research findings show that there is no identical pattern in the adoption of green practices and organizational culture, the findings also shed light on how the elements of organizational culture should be in the context of required or volunteerism in the internalization of green practices in organizations.

¹ This study is based on Aysima Kurman’s Master Thesis (*Effects of Green Fit on Organizational Identification: A Comparison in The Different Organizational Cultures*) which was conducted in Adana Alparslan Türkeş Science and Technology University Graduate School of Social Sciences under the supervision of Assoc. Prof. Dr. Mustafa Özseven.

* Sorumlu yazar/Corresponding author.

e-posta: aysima_kurman@hotmail.com

Introduction

In the last decade, it is remarkable that there are many efforts to understand the role of green human resource in the business practices and place of green practices at how the businesses provide contribution to sustainability (see. El Dessouky & Alquaiti, 2020; Hossen, Ashadullah & Islam, 2018; Kılıç & Vatansever, 2017; Norton, Parker, Zacher & Ashkanasy, 2015; Masri & Jaaron, 2017; Opatha & Arulrajah, 2014; Öselmiş, 2020; Renwick, Redman & Maguire, 2013; Yusoff, Othman, Fernando, Amran, Surienty & Ramayah, 2015; Yusoff, Ramayah & Othman, 2015). It can also be considered that green human resource, which has the potential to contribute to the development of an environmentally friendly organizational climate, can offer a perspective to address macro-level sustainability concerns (George, Howard-Grenville, Joshi, & Tihanyi, 2016, p. 1881; Yusoff et al., 2015; Yusoff, Ramayah & Othman, 2015). Green human resource is about development of green attitudes and behavior through the human resource practices such as recruitment, incentive, compensation, training, green policies (Opatha & Arulrajah, 2014, p. 105-106; Yusoff et al., 2015). On the one hand, green human resource is regarded as a dynamic in the internalization of environmental practices at the meso level (Ahmad, 2015; Opatha & Arulrajah, 2014; Pallavi & Bhanu, 2016; Shah, 2019), on the other hand, it is intended to show how green behavior can be internalized at the micro level (Norton et al., 2015; Ramus & Steger, 2000). So much so that when other studies in the literature are carefully examined, it is seen that there is a concern to understand how green practices can be internalized at the organizational and employee levels (See Bissing-Olson, Iyer, Fieldings & Zacher, 2013; Norton et al., 2015, p. 105, 112; Scherbaum, Popovich, & Finlinson, 2008). It arouses curiosity how the coercive practices, norms and rules imposed by the organization can differ at the organizational level, especially in the internalization of green practices (Bissing-Olson et al, 2013; Norton et al., 2015, p. 105, p. 115). On the other hand, studies had been performed to reveal the relationship between human resource practices and organizational cultures (e.g. Fernández et al., 2003; Jabbour, 2011). Considering that one important dimension of differentiation in terms of practices, norms, values and rules at the organizational level is organizational culture (E. H. Schein & P. Schein, 2017, p. 3-5), one wonders about the role of effective organizational culture in shaping green practices. Accordingly, the question of the research is: Does organizational culture have an effect on the internalization of green practices? In other words, is there a difference between different organizational cultures and the internalization of green human resource practices? In the light of all this information, this research will reveal the connection between structural elements at the organizational level and the internalization of green practices. In this way, the moderating factors in the internalization of green practices will be understood more clearly. As the organizational climate, espoused values, formal philosophy, shared meanings and root metaphors are the characteristics of organizational culture (E. H. Schein & P. Schein, 2017, p. 3-5), organizational culture has been selected to regard the organizational factor. It should be noted that organizational cultures were considered as Eiffel Tower, Family, Incubator and Guided Missile cultures (Trompenaars & Asser, 2010), in this research. Green human resources practices (Shah, 2019), and other organizational practices were considered as green practices. The study keeps on with theoretical framework and method. Then, findings are reported and discussion has been presented. Study is concluded with recommendations for future research and constraints of the research.

Theoretical Framework

Organizational Culture

Organizational culture is a phenomenon consisting of values, norms, practices, rituals and symbols that are common in a particular organization (Danışman & Özgen, 2008, p. 279;

Hofstede, 2001; Rousseau, 1990; Schein, 1992), and it paves way for adapting the changing environmental dynamics and producing structural elements to cope with the problems at the organizational level (Schein, 1984, p. 3). E. H. Schein and P. Schein (2017, p. 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.

Organizational culture has been considered with different perspectives by different authors in the literature (Cameron & Quinn, 2006; Daft, 2015; Denison & Mishra, 1995; Kızıloğlu & Bayrak Kök, 2017). Cameron and Quinn (2006, p. 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, and separate ownership (Cameron & Quinn, 2006, p. 37; Erdem, Adıgüzel & Kaya, 2010, p. 77; Yücel & Koçak, 2014, p. 49). Establishment cooperation with the market actors in shaping the business processes (such as buying some inputs and raw materials from the market or contracting any business practice to market actor) is considered as market type organizational culture (Cameron & Quinn, 2006, p. 39). However, involving the employees in decision-making processes as to increasing the level of employees' commitment to the organization is the main idea in the clan culture (Cameron & Quinn, 2006, p. 41). When the developing new products in a short time period and giving quick response to the market demands, adhocracy type organizational culture provides necessary conditions where it is required to be innovative and dynamic (Cameron & Quinn, 2006).

Beside from that guided missile, eiffel tower, family and incubator are the four main types of organizational culture so as to classify the organizational cultures in the international context (Trompenaars & Asser, 2010). 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, p. 61). In the 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, p. 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, p. 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, p. 64). In the eiffel tower culture, power and authority are attributed to roles and positions (Trompenaars, 1994). Trompenaars and Asser (2010, p. 92), empowering the employee is evident in order to be successful in a business with incubator culture.

Green Practices in Organizations

As increasing anxiety for climate change, decreasing level of clean water and forest area, there is a call to scholars of organizational studies as to developing solutions for grand challenges (Gehman, Etzion & Ferraro, 2022; Gümüşay et al., 2020). 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 et al., 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). It is understood that there are concrete steps that business can do against the grand challenges that are expected to be solved at different levels by developing green human resource practices (see. Opatha & Arulrajah, 2014; Yusoff, et al., 2015) and employee green behavior (see Norton et al., 2015). Norton et al. (2015, p. 110-113), classified the effective factors in the internalization of employee green behavior as follows: institutional (Marshall, Cordano, & Silverman, 2005), organizational (Ramus & Steger, 2000), leader (Robertson & Barling, 2013), team (Lingard, Gilbert, & Graham, 2001), and employee (Greaves, Zibarras, & Stride, 2013). It can be considered that green human resource can also be effective in developing employee green behavior at the organizational level (Norton et al., 2015; Pallavi & Bhanu, 2016, p. 16; Shah, 2019). 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*. Organizations allocate resources to engage in environmental activities to reduce work-related diseases in green health and safety (Shah, 2019, p. 4), however, employees are encouraged for environmental activities with rewards and compensation in green compensation management (Ahmad, 2015, p. 7). Organizations consider environmental issues in developing job descriptions and take the initiative to protect the environment in green job analysis (Shah, 2019, p. 2). Green recruitment processes are about hiring people with environmental and sustainable policies (Pallavi & Bhanu, 2016, p. 16). Green performance management comprises the company's environmental responsibilities and environmental policies during the process of performance appraisal (Ahmad, 2015, p. 6; Epstein & Roy, 1997). Green training and development gives environmental awareness to employees and encourages them to solve environmental problems (Ahmad, 2015, p. 7).

This increasing attention on green practices paves way for the motivation to perform an empirical study to reveal the consideration of factors organizational climate (Handfield et al., 2001; Norton et al., 2015, p. 115; Paille et al. 2014). As told before, organizational culture has taken a key point to see the organizational context as inclusive factor (E. H. Schein & P. Schein, 2017; Schein, 1992). In particular, as stated by Norton et al. (2015), it is noteworthy that the effect of organizational culture on the internalization of green practices at the organizational level should be revealed. In this study, it is focused on determining at what level internationally operating companies internalize green human resource practices in order to see the impact of different organizational cultures on the internalization of green practices. In order to see green practices clearly, green human resource practices were determined as the focal point of the research and compared in the different companies. In this direction, there has been performed a comparative research by taking consideration three international investments of different three companies in Türkiye.

Research Method

As the research question requires the comparison of the organizational culture and internalization green human resource practices, the multi-case analysis method was selected to see different cases (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). Three companies of Turkish and foreign origin were selected and included in the research, which have the potential to have different type organizational culture, are industrial organization. At first, randomly determined companies in different sectors were contacted and invited to participate in the research, and the research question was tried to be solved through 3 companies that agreed to participate in the research. One of the companies operates in the production of building materials and the other two in the production of electrical energy. Interview method was

performed within the framework of multiple case methodology (Eisenhardt, 1989; Eisenhardt & Graebner, 2007). Here, too, the origin of countries of foreign companies will not be written in order not to disclose the companies. Semi-structured interview form has been used during the interviews, which was approved by the ethics committee. Some of the questions were asked as follows: “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?”. “What is the level of centralization and 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?” 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 1: Data Collection by Interviews

The Company Where the datas collected about	Interviewee (Int.) /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 seen in Table 1. As seen in Table 1, the total interview took 245 minutes and they 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. Attention was paid to ensure that the interviewees were people who could answer the research question and familiar with green practices in the companies. As can be seen in Table 1, care was taken to ensure that at least one interviewee from each company included in the research was responsible for environmental and sustainability issues. The resolved interviews lasted for 4136 words and 16 pages in Times New Roman Punto with 1.5 line spacing. After the data collection, the interview notes were subjected to content analyzes in line with the research question. During the content analysis, researchers 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 company's internalization of environmental practices and the

dimensions of the organizational culture) in analyzing the data. During the analysis of the research data, what green practices could be and the dimensions in which organizational culture could be measured were determined by looking at theory and interviewee statements. Particularly in the process of determining organizational culture dimensions, attention was drawn to the points emphasized by Trompenaars and Asser (2010). The dimensions obtained as a result of the analysis can be seen in Table 2 and Table 3. After the determination of dimensions, researchers independently coded the dimensions as low, medium and high.

In the first codings, the interrater reliability between coders was below 30 percent level, which was made by using the computer package program. Since the level of reliability is very low, the coders came together to review the points where they were separated and then 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 a reliable rate of 79,86 percent, which is so close to 80 that indicates to the alpha level introduced by Krippendorff (Krippendorff, 2004), (Krippendorff, 2004). The Krippendorff Alpha was chosen because it is the preferred reliability scale to indicate agreement between different coders working on the same theme (Krippendorff, 2004). Sample codings were made as follows: "... For example, we have a target to reduce direct and indirect emissions in carbon emissions by 33% by 2030... (Int 1)" is coded as high. "... Paper waste has been prevented by purchasing software to serve that department, including the quality system, human resources and even purchasing. (Int. 7)" is coded as high, as well. 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 follow environmentalist policies to employees in training and job descriptions, and if it provides mechanisms to support the environmental practices of employees in remuneration and reward, the level of internalization is coded as high. During determining the organizational cultures, the statements of Trompenaars and Asser (2010) were taken into account. Accordingly, in the case of the company included in the research, if the importance of task, hierarchy and power is given at a high level, decisions are taken from the center, the level of subordinates to take initiative is medium or low, the practices are highly standardized and subordinates are closely observed, it is concluded that the eiffel tower organizational culture is dominant. It is concluded that an organizational culture in which both eiffel tower and family-type organizational culture are present together, when the importance is given to people rather than task, but hierarchy and power are also given relative importance, the influence of the center in making decisions remains in place, the initiative of subordinates is partially low and close supervision of employees is moderate.

Findings

Coding results indicate that Company 1 and Company 3 show consistency about the level of internalization of green practices, however Company 2 has different level in internalization of green practices (See Table 2).

Table 2: The Internalization Level of Green Practices of Company

Dimension	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 resource 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

In Table 2, it can be seen how these internalization levels are realized in the companies, in terms of the dimensions. The codings indicate that Company 2 internalizes green practices at a high level, however Company 1 and Company 3 internalize green practices at higher than low and lower than moderate levels. It is understood that Company 2 took nearly high score except one dimension (being an environmentalist is a criterion in recruitment). Company 1 highly internalizes practices about water and solid waste and reducing emission, training employees on environmentalism, setting environmental policy and targets, same as Company 3. However, Company 1 took moderate score about being an environmentalist is a criterion in recruitment, environmental practices in the company's social responsibility projects, considering environmentalism in performance management, and human resource practices that will reduce carbon emissions. Beside from that Company 1 has low score about having have environmental practices away from commercial concerns. Lastly, low-moderate score has been ascribed to the Company 1 about including environmentalism in job descriptions, and the company's environmental practices wholeheartedly (really for the environment), and reflecting environmental practices in pricing. Company 3 took low score about involving environmental practices in the company's social responsibility projects, being an environmentalist is a criterion in recruitment, having have environmental practices away from commercial concerns and environmental practices wholeheartedly (really for the environment), and reflecting environmental practices in pricing. However, moderate-high score has been ascribed to Company 3 about paying attention to environmental/green issues in organizational practices and providing training to employees on environmentalism. Finally, Company 3 took moderate score in clearly defining environmental targets, having have an environmental policy and human resource practices that will reduce carbon emissions, considering environmentalism in performance management and including environmentalism in job descriptions.

Internalization of Green Practices in 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).

As pointed out previous, consistency can't be seen about the score of green human resource practices of Company 1. One of the fact that of this condition might be that the company has just started these sustainability practices. 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).

It is also seen that employees are trained periodically about learning practices of sustainability, gaining awareness about sustainability, and what the course of sustainability practices in the world is. 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 Türkiye 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)...

The tellings of the interviewees show that Company 1 is at the starting point for green human resource and green practices in the company's context because of the the level of implementation and institutionalization of them.

Internalization of Green Practices in Company 2

It is seen that internalization of green 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, as well. 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)...

Since the environmental behaviors at the individual level are also taken into account in the evaluation of employees' performance, it is understood that environmental practices are internalized at a high level in the Company 2. 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)...

Results of coding show that Company 2 carries out environmental practices with the concern of being an environmentally friendly company. This course of internalization differs from the Company 1 as of implementation of these practices arised from the internal policy of company not dictation of external institution or another factor. In general, it can be said that Company 2 has internalized environmental practices at a high level.

Internalization of Green Practices in Company 3

Company 3 strive to bring in green concern in the company policies and practices with increasing environmental awareness of employees, identifying certain goals per month and clarifying performance target at the beginning of the year, and reduction of fuel consumption. These struggles produced the clear results in green practices of employees in their daily business activities. Especially in the practices carried out in the external environment, Company 3 aims 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 take 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 practices to employees in Company 3, activities are also performed 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. 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)...

This point leads to a low perception of volunteering in the company's environmental culture as of development of company's environmental policy with coercively not the cognitive.

Organizational Cultures of Companies

The codings indicated that Company 2 and Company 3 had dimensions of eiffel tower and family type culture, while Company 1 had only dimensions of eiffel tower culture. The coding results can be found in Table 3 below.

Table 3: Organizational Culture of Companies

Dimension	Company 1	Company 2	Company 3
Level of importance to task	High	Moderate	Moderate
Given 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
Standardization in practices	High	Moderate-High	High
Close surveillance of the actions of subordinates in practices	High	High	High
Type of Organizational Culture	Eiffel Tower	Eiffel Tower-Family Culture	Eiffel Tower-Family Culture

A high level of emphasis on task, hierarchy, standardization, and close oversight of the actions of subordinates is dominant in the Company 1. However, there is a moderate level of emphasis on power, centralization of decisions, and flexibility of subordinates in the Company 1. Lastly, dimension of distribution of authority takes low-moderate score in the Company 1. 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 task, hierarchy and power is at moderate level. And taking the decisions from the center, the standardization in the applications and giving flexibility to subordinates were at the moderate level, as well. The equality in the distribution of authority and the close supervision of the actions of the subordinates in the practices were at a high level. Lastly, moderate-high score is given about standardization in practices. These findings indicate that both eiffel tower and family type cultures 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... 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 moderate level of emphasis on business, hierarchy and power. It was seen that decisions were taken from the center and subordinates were given moderate level flexibility in making decisions. It was observed that the equality of distribution of authority was at a moderate level, and the standardization of practices and close supervision of the actions of subordinates were at high level. So, it can be said that Company 3 owns both 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).

Results of the codings indicate that the relationship between the internalization level of green practices and organizational cultures doesn't show identical pattern. The comparison of the research results with the findings of previous studies will help to clarify this argument.

Discussion

In this study, it was indicated that the organizational culture, which determines the organizational climate, formal rituals, habits of thinking, and shared meanings (E. H. Schein and P. Schein, 2017, p. 3-5), has no clear effect on the internalization of green practices. As shown above, Company 2, which internalizes all of the green organizational practices nearly at a high level, took moderate level score about importance given to task, hierarchy, emphasis on power and decision taken from the center. These are expected to be high level in eiffel tower culture (Trompenaars & Asser, 2010, p. 63). Besides that in Company 2 emphasis on equality in the distribution of authority was high, which is especially seen in family type cultures (Trompenaars & Asser, 2010, p. 62). Except for the dimension of emphasis on equality in the distribution of authority, the same level of internalization was observed in Company 3 in particular for these dimensions. It can be said that eiffel tower and family-type culture are effective together in both Company 2 and Company 3. It is seen that Company 2 and Company 3 differ in terms of internalizing green practices. Totally, the internalization level of green practices of Company 2 was high, it was higher than low and lower than moderate in Company 3. It can be said that Company 2 has internalized green practices more than Company 3. In fact, it can be also said that Company 3 is closer to the eiffel tower culture and farther from the family-type culture. It is seen that emphasis on equality in the distribution of authority and standardization in practices differs with Company 2 about these dimensions. In the Company

1, which converged to the eiffel tower culture in all dimensions of the organizational culture, similar levels have been observed with Company 3 in terms of internalizing green practices. In what organizational context do employees acquire opportunity to having have green practices? In Opatha and Arulrajah (2014, p. 106) they stated that empirical studies should be conducted to answer this question. It can be said that employees in companies with family-type organizational culture have the opportunity to internalize green practices at high level (e.g. Company 2). In eiffel tower cultures, with more emphasis on task and higher standardization, the effort for employees to adopt green practices may be relatively lower. With these findings, this study partially answers the question of what type of organizational culture should be in order to internalize green practices more. These findings also shed light on the debate on whether environmental behavior can be gained through rules and procedures or voluntarily (Bissing-Olson et al., 2013; Borman & Motowidlo, 1993; Norton et al., 2015; Ones & Dilchert, 2012; Organ, 1997). It is seen that in Company 2, where family-type organizational culture is more dominant and high internalization is observed in almost all dimensions of green practices, the dimension of “*including environmentalism in job descriptions*” is higher than the other two Companies. Company 2 has higher level in factors of “*the company's environmental practices away from commercial concerns*” and “*the company's environmental practices wholeheartedly (really for the environment)*”. These findings also indicate that green practices can be adopted more voluntarily (Borman & Motowidlo, 1993; Organ, 1997) in the family-type culture, where more emphasis is placed on human than task. In support of this, Subramanian et al. (2016, p. 155), showed that ‘mild’ persuasion may be more effective in the adaptation of green practices than strict organizational policy and regulatory demands. In this study, findings were found to support these arguments. Giving more space to green practices in job descriptions or other human resources practices, high authority and centralization can increase the obligation in adopting green practices. However, it can be expected that level of importance to task should be lower and they should keep the standardization in practices lower so that businesses can voluntarily adapt green practices to their employees (Norton et al., 2015, p. 105). Only in the Company 1, where the eiffel tower culture dominates, it is seen that the level of importance to task and given importance to hierarchy are higher than the other two companies. Thus, it can be argued that the eiffel tower culture is more dominant in the Company 1, leading to lower levels of green practices compared to Company 2. As Paille et al. (2014, p. 454) stated, and Daily et al. (2007, p. 104), showed that environmental performance will increase as employees are given more freedom in workplace practices. Future studies may test this argument by investigating to what extent green practices can be adapted in organizations where the hierarchical structure is more dominant and business-oriented.

Conclusion

In this study, which was conducted on three different foreign investment subsidiaries with local partnerships in Türkiye, it was examined whether there was a pattern between the type of organizational culture and adoption of green practices. In the examinations made on 3 different companies that invested in Türkiye, it has been seen that Companies with eiffel tower and family type organizational cultures (Company 2 and Company 3) internalized green human resource practices at different levels (Company 2: high, Company 3: higher than low lower than moderate). It has been observed that companies that adopt green human resource at the same level have different organizational cultures (Company 1: eiffel tower, Company 3: eiffel tower and family type organizational culture). The striking point of this study is that in order to better understand the reason for this differentiation, it is necessary to focus on the sub-dimensions of organizational culture. So much so that research findings indicate that green practices can be internalized more in organizational cultures where more emphasis is placed on humans, where equality is higher in the distribution of authority, but where centralization is seen at a moderate

level and where standardization is high. In the future, studies on samples where guided missile and incubator cultures are included in the research and the distinction between Eiffel Tower culture and family-type culture can be seen more clearly can help to promote findings of this study.

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