

Research Article

The Impact of Green Management Practices in Healthcare Institutions on Corporate Reputation¹

Sağlık Kurumlarında Yeşil Yönetim Uygulamalarının Kurumsal İtibara Etkisi

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Abstract

The purpose of this study is to examine the impact of green management practices implemented in hospitals holding a health tourism license on corporate reputation. A quantitative research design was employed to achieve the study's objective. The research was conducted with 169 managers working at 23 hospitals in Antalya. The data collected via a survey were analyzed using SPSS and AMOS statistical software. Three models were constructed and analyzed using structural equation modeling. According to the analysis results of Model 1, green management practices have an effect on corporate reputation. According to the analysis results of Model 2, the "Research and Development (R&D) Activities in Green Management Understanding" sub-dimension of the Green Management Practices scale does not affect corporate reputation. However, all other sub-dimensions of the Green Management Practices scale have an effect on Corporate Reputation. According to the analysis results of Model 3, the sub-dimensions of the Green Management Practices scale have effects on the Corporate Reputation scale sub-dimensions "Products and Services, Social and Environmental Responsibility, and Financial Performance." The "R&D Activities in Green Management Understanding" sub-dimension of the Green Management Practices scale does not affect the Corporate Reputation scale's "Emotional Appeal, Vision and Leadership, and Workplace Environment" sub-dimensions. However, all other dimensions of the Green Management Practices scale have an impact on the sub-dimensions of the Corporate Reputation scale "Emotional Appeal, Vision and Leadership, and Workplace Environment." The study found that the adoption of green management practices in the management of healthcare institutions positively influences perceptions of corporate reputation regarding these institutions.

Keywords: green management, green management practices, corporate reputation, health, hospital

¹ Note: This study was produced from the doctoral thesis titled "Green management practices in hospitals with health tourism authorisation certificate and its effects on corporate reputation: a mixed study" conducted under the supervision of Prof. Dr. Zekai ÖZTÜRK.

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Öz

Bu çalışmanın amacı, sağlık turizmi yetki belgesine sahip hastanelerde uygulanan yeşil yönetim uygulamalarının kurumsal itibara etkisini ortaya çıkarmaktır. Nicel araştırma yapılarak araştırmanın amacına ulaşılma istenmiştir. Araştırma, Antalya’da 23 hastanede çalışan 169 yönetici ile yapılmıştır. Anket ile toplanan verilerin analizi SPSS ve AMOS istatistik programları kullanılarak yapılmıştır. Yapısal eşitlik modeli ile üç model oluşturularak analiz gerçekleştirilmiştir. Model 1’in analiz sonucuna göre yeşil yönetim uygulamalarının kurumsal itibar üzerinde etkisi bulunmaktadır. Model 2’nin analiz sonucuna göre Yeşil Yönetim Uygulamaları ölçeğinin “Yeşil Yönetim Anlayışında Araştırma Geliştirme (Ar-ge) Faaliyetleri” alt boyutunun Kurumsal İtibar üzerinde etkisi bulunmamaktadır. Fakat Yeşil Yönetim Uygulamaları ölçeğinin diğer tüm alt boyutlarının Kurumsal İtibar üzerinde etkileri bulunmaktadır. Model 3’ün analiz sonucuna göre Yeşil Yönetim Uygulamaları ölçeği alt boyutlarının Kurumsal İtibar ölçeği alt boyutlarından “Ürün ve Hizmetler, Sosyal ve Çevresel Sorumluluk ve Finansal Performans” üzerinde etkileri bulunmaktadır. Yeşil Yönetim Uygulamaları ölçeğinin “Yeşil Yönetim Anlayışında Ar-ge Faaliyetleri” alt boyutunun Kurumsal İtibar ölçeği “Duygusal Çekicilik, Vizyon ve Liderlik ve İş Yeri Çevresi” alt boyutları üzerinde etkisi bulunmamaktadır. Fakat Yeşil Yönetim Uygulamaları ölçeğinin diğer tüm boyutlarının Kurumsal İtibar ölçeği “Duygusal Çekicilik, Vizyon ve Liderlik ve İş Yeri Çevresi” alt boyutları üzerinde etkileri bulunmaktadır. Çalışma sonucunda sağlık kurumlarının yönetiminde yeşil yönetim uygulamalarının tercih edilmesi sağlık kurumları ile ilgili kurumsal itibar algısını olumlu olarak etkilediği görülmüştür.

Anahtar Kelimeler: yeşil yönetim, yeşil yönetim uygulamaları, kurumsal itibar, sağlık, hastane

1. Introduction

Nonrenewable natural resources carry the risk of depletion. The careful use of these resources is important for sustainability. Sustainability means protecting natural resources to ensure the quality of life of people. In other words, when consuming natural resources, we must consider that future generations will also need these resources and consume them accordingly. Green management is the implementation of management activities through environmental protection and reduced resource consumption. Green management practices are important for organizations because they are linked to issues such as environmental sustainability and meeting the needs of future generations. The concept of corporate reputation, however, is the total of the perceptions of employees, suppliers, investors, banks, and other internal and external stakeholders. Since green management practices consider environmental benefits, they are expected to positively influence stakeholders' perceptions of the organization.

Green management involves making decisions that address today's needs within the scope of ecologically friendly practices and designing the future with ecological liability, taking into account the needs of future generations for sustainability (Akgün, 2024: 1147). The integration of organizational actions and environmental awareness (Al-Zawahreh et al., 2019: 54) is defined as follows: business green production practices include minimizing energy consumption, minimizing raw material usage, minimizing solid waste generation, ensuring that products can be reused, prioritizing renewable products, and providing employees with training in the product management process (Sarıcı and Erikli, 2022: 104). Green management practices enable a more reliable, high-quality, resource-efficient, and low-cost production process. Additionally, green management reduces costs through the evaluation of waste (Kurt and Çakıcı, 2025: 298).

Green management has many functions. These include “green entrepreneurship, green production, green marketing, green human resources management, green finance, green accounting, green supply chain management, green logistics, green public relations, and green research and development” (Gezer and Esmer, 2023: 176).

Green marketing practices are presented in five categories: “green products and services, green corporate image, green advertising, green purchasing experience, and green marketing mix” (García-Salirrosas and Rondon-Eusebio, 2022: 8). Effective green public relations involve communicating the importance of sustainability to stakeholders and the specific steps the organization takes to decrease its environmental effect. This goal can be achieved through various communication channels, such as press releases, social media tools, and corporate websites (Husain, Harahap, Bachtiar, Diawati and Santos, 2023: 760). Green procurement involves materials that use fewer resources and energy, are nontoxic, and have no negative impact on the environment (Banihashemi, Khalilzadeh, Antucheviciene and Edalatpanah, 2023: 6). Green human resources management practices, green analysis and job

description, green recruitment of personnel, green selection of personnel, providing green training to personnel, green performance evaluation, providing green rewards to personnel, digital filing of organizations, shared use of tools, job sharing, teleconferencing and virtual meetings, recycling, teletransportation, online training, and creating energy-efficient office spaces (Sağbaşı, Erdoğan and Sundu, 2022: 238-239). Green finance encompasses new financial tools and policies such as green bonds, green funds, green banks, carbon market instruments, green central banking, and financial technology (fintech), aiming to increase the financing of investments that minimize carbon emissions and reach sustainable development targets (Küçükkıralı and Afşar, 2023: 63). Green accounting offers businesses the opportunity to report costs incurred to preserve the environment and eliminate environmental damage in greater detail. Its purpose is to prevent inefficient misuse by determining the value of natural resources (Altınbay and Durak, 2022: 142). Green R&D encompasses research and experimental development focused on the sustainability of natural resources, economic impact, animal and plant science, energy studies, environmental impact, sustainable development, and engineering (Öğüt, İkinci and Gökçe, 2023: 262).

The benefits of the concept of green management for healthcare institutions are as follows. These are (Yeşilyurt, 2025: 520):

- In addition to improving energy and resource efficiency, improving the indoor environmental quality of hospitals,
- Ensuring efficiency in waste control and applying a sustainable management approach to the organization to reduce environmental costs;
- Increasing efficiency within the institution and increasing the satisfaction levels of green participants.

Reputation is a comprehensive evaluation of a company's ability to deliver valuable results to a representative stakeholder group (Fombrun et al., 2000: 243). Corporate reputation is the total of every stakeholder's perceptions, including those of providers, customers, employees, managers, and shareholders (Alnıaçık et al., 2010: 95). Reputation value is determined by six different dimensions: "emotional appeal, products and services, financial performance, vision and leadership, work environment, and corporate social responsibility" (Güleryüz, 2020: 251). The following 6 dimensions are briefly explained below (Fombrun and Foss, 2001: 2):

- Emotional Appeal: The amount of love, respect, and appreciation felt for the organization.
- Products and Services: Perceptions regarding the quality, innovation, value, and reliability of the organization's products and services.
- Financial Performance: Perceptions regarding the organization's profitability, expectations, and potential risks.
- Vision and Leadership: The organization's demonstration of a clear and definite vision and strong leadership.
- Workplace environment: Perceptions regarding the degree to which the organization is well managed, its working methods, and the quality of its employees.
- Social responsibility: The organization is perceived as a good citizen in its relationships with communities, employees, and the environment.

A strong corporate reputation is considered to add significant value to organizations in three areas: finance, market share, and human resources. When organizations have a strong reputation, they can easily reach customers for their products and services, increase their market share, entice qualified employees, and weather crises more conveniently with the help of their employees (Aydın, 2015: 80).

The purpose of this study is to reveal the effects of green management practices in Antalya hospitals on corporate reputation.

A review of the literature reveals studies on green management, green management, or sustainability and corporate reputation. The study by Quintana-García, Benavides-Chicón, and Marchante-Lara (2021)

aims to obtain information about the effects of strategies for green supply chain management on a company's corporate reputation. The aim of the study by Hesari, Shadiardehaei, and Shahrabi (2021) is to reveal the impact of corporate social responsibility on brand performance through the mediating role of corporate reputation, resource commitment, and green creativity. Irfan, Hassan, and Hassan (2018) aimed to conduct research covering economic sustainability, social sustainability, environmental sustainability, and corporate reputation. The aim of the study conducted by Aykan and Sevim (2013) is to identify the environmental management practices of accommodation businesses, determine whether there are differences between the environmental management practices of hotels in Kayseri and Nevşehir, and reveal the effect of environmental management practices, which are addressed within the scope of reactive and proactive environmental management practices, on the corporate reputation perceived by employees. The aim of the study conducted by Yapraklı and Noksan (2023) is to examine the effect of the green marketing mix on corporate reputation and brand evangelism. Mensah et al. (2021) aimed to investigate the effects of green human resource management on green corporate citizenship, green corporate reputation, environmental performance, and business performance. The objective of the study by Pritchard and Wilson (2018) is to examine consumers' reactions to a new green product and their impact on corporate reputation. The study by Yangınlar et al. (2022) aims to examine the impact of green supply chain management on corporate social responsibility and corporate reputation. Wang et al. (2025) aim to examine the mediating role of corporate reputation and green dynamic capability in the relationship between green human resource management and corporate environmental performance. Wang et al. (2023) aimed to assess whether green human resource management practices encourage potential candidates to join environmentally conscious companies through corporate reputation and corporate social responsibility. Tiep Le et al. (2025) aimed to investigate the relationships among green human resource management, corporate social responsibility, and organizational performance in SMEs, examining corporate reputation and employee commitment as mediating variables.

As far as the literature review indicates, there are no similar studies, making this study important in terms of revealing the effect of green management practices on corporate reputation in healthcare institutions and medical tourism businesses. This study is also important because it provides information to the health tourism sector, managers, researchers, and the literature.

The study continues with sections on methodology, findings, discussion, conclusions, and recommendations.

2. Purpose and method

2.1. Purpose of the research

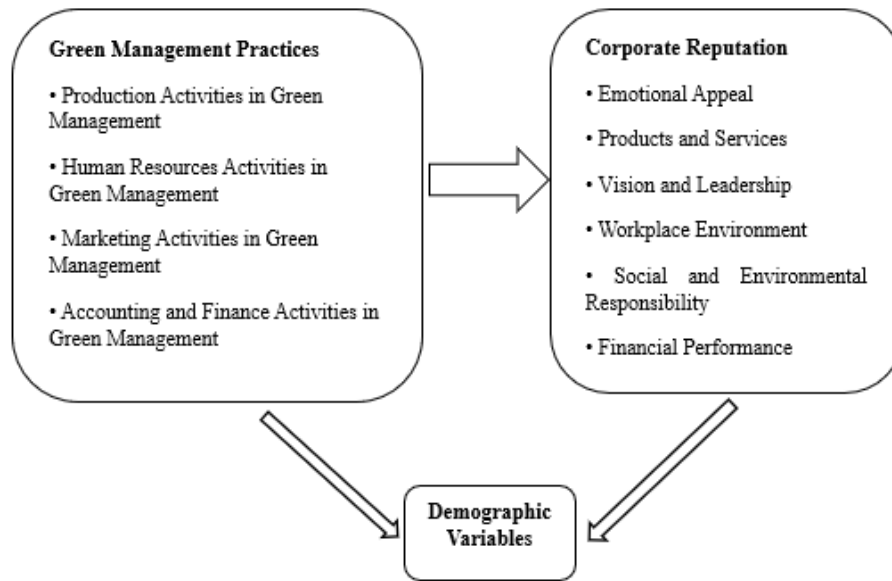
The aim is to determine the effect of green management practices on corporate reputation by conducting a survey with managers at hospitals in Antalya, a province that holds an important place in health tourism in Turkey and is authorized to provide health tourism services.

2.2. Research model and hypotheses

This quantitative study employed a descriptive and correlational research design. This study aimed to test the effect of green management practices on corporate reputation. In this study, green management practices are the independent variable, and corporate reputation is the dependent variable. The impacts of green management practices on corporate reputation, the effects of the subdimensions of green management practices on corporate reputation, and the effects of the subdimensions of green management practices on the subdimensions of corporate reputation were tested via a structural equation model. In addition, we tested whether the means of the Green Management Practices Scale and its subdimensions and the Corporate Reputation Scale and its subdimensions varied depending on variables such as gender, age, education level, length of service, and whether the institution was public or private.

For this purpose, the model for the study was created as shown in Figure 1.

Figure 1. Research Model



Source: Prepared by the author.

The hypotheses are developed as follows.

H1: The averages of the green management practices scale and its subdimensions differ significantly according to demographic variables.

H2: The averages of the corporate reputation scale and its subdimensions differ significantly according to demographic variables.

H3: Green management practices have a significant effect on corporate reputation.

H4: The subdimensions of the green management practices scale have a significant effect on corporate reputation.

H5: The subdimensions of the green management practices scale have a significant effect on the subdimensions of the corporate reputation scale.

2.3. Population and sample

The managers (chief physicians, deputy chief physicians, directors, and deputy directors) of 34 hospitals in Antalya Province, including 6 public hospitals and 28 private hospitals with health tourism authorization certificates, constitute the universe of the study. The number of managers in the universe was determined to be 274 in total, including chief physicians, deputy chief physicians, directors, and deputy directors listed in the organizational charts of the 34 hospitals with health tourism authorization certificates in Antalya. There are 274 managers in the universe of the study, including 77 in public hospitals and 197 in private hospitals. No sample was determined, as the aim was to reach the entire population. A total of 23 hospitals, including 5 public hospitals and 18 private hospitals, approved the study. The sample of the study consists of 169 managers from 23 hospitals, including 57 managers from 5 public hospitals and 112 managers from 18 private hospitals, who worked between November 27, 2023, and July 9, 2024.

2.4. Data collection methods and tools

In this study, a survey was used as the data collection method. The survey consists of three sections. The first section contains 5 questions related to demographic characteristics, the second section contains 25 questions related to green management practices, and the third section contains 20 questions related to corporate reputation.

Permission was obtained to use the Green Management Practices Scale (31), which was developed via the pilot application method in Elif Karabulut's thesis study and was found to have a Cronbach's alpha value of 0.80. The scale consists of five subdimensions of green management practices: the production activities dimension of green management consists of 12 statements, the human resources activities dimension of green management consists of 9 statements, the marketing activities dimension of green management consists of 4 statements, the accounting and finance activities dimension of green management consists of 3 statements, and the R&D activities dimension of green management consists of 3 statements. A pilot study was conducted on the managers of a public hospital authorized for the study before proceeding to the data collection phase. Since the Green Management Practices Scale was developed in the context of manufacturing companies, changes have been made to enable its use in healthcare services. Some statements were removed, and statements in the Green Management Approach Marketing Activities (4) dimension and some statements in other dimensions were also removed from the scale because they were considered unsuitable for healthcare services. Minor changes were also made to some statements, and the scale was adapted for use in healthcare services. The study in which the scale was obtained did not include a validity analysis. However, Confirmatory Factor Analysis (CFA) was conducted in the study to examine the goodness of fit and construct validity of the Green Management Practices Scale and its subdimensions. The analysis was performed using the AMOS 24.0 program via the Maximum Likelihood Method. The Level 1 and Level 2 fit statistics values for the validity of the model with CFA for the Green Management Practices Scale are given in Table 1.

According to the findings, the fit index values for the Green Management Practices Scale and its subdimensions are within the acceptable range for Level 1 and Level 2 (İlhan and Çetin, 2014: 31). Thus, the validity of the Green Management Practices Scale has been confirmed by CFA.

Table 1. Green Management Practices Scale and Sub-Dimensions Level 1 and Level 2 CFA Fit Indices

	CMIN/DF	GFI	CFI	RMSEA
Level 1	1.809	0.976	0.978	0.069
Level 2	1.743	0.981	0.979	0.066
Acceptable Compliance	≤5	≥0.90	≥0.90	≤0.080

Source: Authors' calculations.

The Corporate Reputation Scale (20), developed by Fombrun et al. in 2000 with a Cronbach's alpha value of 0.84, was requested via email, but no response was received. The original version of the Corporate Reputation Scale was translated into Turkish and used. After translation, the data were reviewed by three experts. The Corporate Reputation Scale consists of six dimensions: emotional appeal (3 statements), products and services (4 statements), vision and leadership (3 statements), workplace environment (3 statements), social and environmental responsibility (3 statements), and financial performance (4 statements). A 5-point Likert scale was used to measure the statements in the scales used in the survey: "Never," "Rarely," "Sometimes," "Usually," and "Always."

If the Cronbach's alpha reliability coefficient is between 0 and 0.40, it is considered "not reliable"; if it is between 0.40 and 0.60, it is considered to have "low reliability"; if it is between 0.60 and 0.80, it is considered to be 'reliable'; and if it is between 0.80 and 1.00, it is considered to have "high reliability" (Uzunsakal and Yıldız, 2018: 19). The reliability analysis results for the data obtained via the scales employed in this study are presented in Table 2.

The reliability of the items related to the Green Management Practices Scale is 0.88, whereas the reliability of the items related to the Corporate Reputation Scale is 0.95. According to the findings, the Green Management Practices Scale used in the study is "quite reliable" for the production and R&D subdimensions, and the Corporate Reputation Scale is "quite reliable" for the financial performance subdimension. The Green Management Practices Scale, human resources and accounting-finance subdimensions, the Corporate Reputation Scale, emotional appeal, products and services, vision and leadership, workplace environment, and social and environmental responsibility subdimensions were observed to have "high reliability."

Table 2. Findings of Cronbach's Alpha Coefficient for the Scales and Subdimensions Used in the Study

Scale/Dimension	Number of items	Cronbach's Alpha
Green Management Practices Scale	25	0.885
Production Activities in Green Management Approach	12	0.624
Human Resources Activities in Green Management Approach	9	0.900
Accounting and Finance Activities in Green Management Approach	2	0.818
R&D Activities in Green Management Approach	2	0.678
Corporate Reputation Scale	20	0.950
Emotional Appeal	3	0.890
Products and Services	4	0.931
Vision and Leadership	3	0.902
Workplace Environment	3	0.873
Social and Environmental Responsibility	3	0.839
Financial Performance	4	0.701

Source: Authors' calculations.

2.5. Data analysis method

SPSS 26.0 and AMOS 24.0 software were used to analyze the data. In the analyses, the significance level was set at 5% ($p=0.05$), and $p<0.05$ was considered statistically significant. A normality test was performed to assess the distribution of the data. According to the results of the normality analysis of the scales and their dimensions, all the skewness and kurtosis coefficients were found to be between -2 and +2 and were considered to be normally distributed (Hair, Hult, Ringle and Sarstedt, 2022: 66). Since the obtained data set had a normal distribution, parametric tests were used. Cronbach's alpha values were calculated to measure the reliability levels of the Green Management Practices Scale and its subscales, as well as the Corporate Reputation Scale and its subscales. A t test was used to examine whether the Green Management Practices Scale and its subscales, as well as the Corporate Reputation Scale and its subscales, showed statistically significant differences according to gender and type of institution used. One-way analysis of variance (ANOVA) was performed to examine whether the Green Management Practices Scale and its subscales, as well as the Corporate Reputation Scale and its subscales, showed statistically significant differences according to age, education level, and length of service. Structural equation modeling (SEM) path analysis was used to analyze the effect of green management practices on corporate reputation. Within this framework, the effect was tested via three separate models. The first model investigated the effect of the "Green Management Practices" scale on the "Corporate Reputation" scale. The second model examined the effects of the dimensions of the "Green Management Practices" scale on the "Corporate Reputation" scale. The third model examined the effects of the dimensions of the "Green Management Practices" scale on the dimensions of the "Corporate Reputation" scale. During the analysis phase, a separate analysis model was created for each model via the AMOS 24.0 program.

2.6. Limitations of the study

The limitations of the study include the fact that permission for the study was granted by officials from only 23 of the 34 hospitals, the limited time available to public and private hospital administrators, the study being restricted to Antalya due to time and cost constraints, and the results being generalizable only to hospitals in Antalya that have a health tourism authorization certificate and were permitted to participate in the study. Therefore, the findings cannot be generalized to the entire country.

2.7. The ethical aspects of the research

An approval certificate dated 12.07.2023, numbered E-11054618-302.08.01-195098, was obtained from Ankara Hacı Bayram Veli University. After ethical approval was obtained, permission was obtained from the Antalya Provincial Health Directorate to conduct the study in public hospitals. Private hospitals were visited individually to apply for permission to conduct the study.

3. Findings

This section presents findings on participants' demographic characteristics, analysis of scales in terms of demographic variables, and the impact of green management practices on corporate reputation.

3.1. Findings on the frequency distribution of participants' demographic variables

The demographic variables of the participants included sex, age group, education level, institution where they work, and length of service.

In terms of the distribution of participants by gender, 62.1% were female and 37.9% were male; more female managers were in the hospitals where the study was conducted. In terms of the "age group," 12.4% of the participants were aged 20-30 years, 28.4% were aged 31-40 years, 47.9% were aged 41-50 years, and 11.2% were aged 51 years and above. The majority of managers in the hospitals where the study was conducted were in the 31-40 years age group. In terms of "education level," 8.9% of the participants were high school graduates, 10.7% were associate degree holders, 58.0% were bachelor's degree holders, 16.6% were master's degree holders, and 5.9% were doctorate degree holders; the majority of the managers in the hospitals where the study was conducted were bachelor's degree holders. In terms of "institutions employed," 33.7% of the participants worked in public institutions, and 66.3% worked in private institutions; since most of the hospitals where the study was conducted were private hospitals, most managers worked in private hospitals. In terms of "length of service," 33.1% of the participants had worked for 0-5 years, 28.4% for 6-10 years, 20.1% for 11-15 years, 7.7% for 16-20 years, 5.3% had worked for 21-25 years, and 5.3% had worked for 26 years or more. The length of service of managers in the institutions where the study was conducted was mostly 0-5 years. This is thought to be because most managers work in private hospitals, and the turnover rate in private hospitals is high.

3.2. Analysis of scales in terms of demographic variables

This section analyzes Green Management Practices and Corporate Reputation scales and their subdimensions in terms of demographic variables.

Table 3 shows the results of the independent t test analysis conducted to determine whether there is a difference in the means of the Green Management Practices Scale, its subdimensions, and the Corporate Reputation Scale and its subdimensions according to the "gender" variable.

Table 3 shows that the average scores of hospital managers on the "Green Management Practices" scale and its subdimensions "Production Activities in Green Management Understanding," "Human Resources Activities in Green Management Understanding," "Accounting-Finance Activities in Green Management Understanding," and "R&D Activities in Green Management Understanding" were not statistically significant in terms of the "gender" variable ($p > 0.05$).

No statistically significant differences were found in the "Corporate Reputation" scale averages ($p = 0.310$), and its subdimensions "Products and Services," "Vision and Leadership," "Workplace Environment," "Social and Environmental Responsibility," and "Financial Performance" showed no statistically significant difference in terms of the 'gender' variable ($p > 0.05$). A difference was found in the "Emotional Attractiveness" subdimension average in terms of the "gender" variable ($p < 0.05$). Compared with female hospital managers, male hospital managers ($\bar{x} = 4.68$ $SS = 0.426$) had higher mean scores on the emotional attractiveness subdimension ($\bar{x} = 4.49$ $SS = 0.684$). This difference indicates that male hospital managers' perceptions of emotional attractiveness are greater than those of female hospital managers.

Table 3. Analysis of the Green Management Practices Scale, its Subdimensions, and the Corporate Reputation Scale and its Subdimensions in Terms of the Gender Variable

	Gender	N	Average	Standard Deviation	t	p
Green Management Practices Scale	Female	105	3.91	0.559	0.945	0.346
	Male	64	3.82	0.610		
Production Activities in Green Management Approach	Female	105	3.74	0.499	0.247	0.805
	Male	64	3.72	0.519		
Human Resources Activities in Green Management Approach	Female	105	4.16	0.740	0.949	0.344
	Male	64	4.04	0.868		
Accounting and Finance Activities in Green Management Approach	Female	105	3.60	1.132	1.359	0.176
	Male	64	3.34	1.278		
R&D Activities in Green Management Approach	Female	105	4.10	0.941	1.198	0.233
	Male	64	3.92	0.865		
Corporate Reputation Scale	Female	105	4.40	0.612	-1.018	0.310
	Male	64	4.49	0.426		
Emotional Appeal	Female	105	4.49	0.684	-1.999	0.047
	Male	64	4.68	0.426		
Products and Services	Female	105	4.53	0.628	-1.816	0.071
	Male	64	4.70	0.433		
Vision and Leadership	Female	105	4.36	0.843	-1.022	0.308
	Male	64	4.48	0.648		
Workplace Environment	Female	105	4.43	0.665	-1.238	0.218
	Male	64	4.55	0.484		
Social and Environmental Responsibility	Female	105	4.43	0.675	-0.438	0.662
	Male	64	4.47	0.527		
Financial Performance	Female	105	4.18	0.730	0.686	0.494
	Male	64	4.10	0.671		

Source: Authors' calculations.

Table 4 shows the results of the independent t test analysis conducted to determine whether there is a difference in the Green Management Practices Scale, subdimensional averages, and the Corporate Reputation Scale, subdimension averages, according to the “institution worked for” variable.

Table 4 shows that the averages of the hospital managers' "Green Management Practices" scale and subdimensions "Production Activities in Green Management Understanding," "Human Resources Activities in Green Management Understanding," "Accounting and Financial Activities in Green Management Understanding," and "R&D Activities in Green Management Understanding" were not statistically significant in terms of the "institution where they work" variable ($p>0.05$).

Statistically significant differences were found in the means of the "Corporate Reputation" scale and its subdimensions "Emotional Appeal," "Products and Services," and "Social and Environmental Responsibility" in terms of the "institutions worked for" variable ($p<0.05$). Private hospital managers ($\bar{x}=4.50$ $SS=0.515$) had higher average corporate reputation scale scores than did public hospital managers ($\bar{x}=4.30$ $SS=0.595$). Private hospital managers ($\bar{x}=4.65$ $SS=0.575$) have higher average emotional attractiveness subscale scores than do public hospital managers ($\bar{x}=4.40$ $SS=0.635$). Private hospital managers ($\bar{x}=4.70$, $SS=0.499$) have higher product and service subdimension averages than do public hospital managers ($\bar{x}=4.38$, $SS=0.631$). Private hospital managers ($\bar{x}=4.51$ $SS=0.582$) have higher average scores on the social and environmental responsibility subdimension than do public hospital managers ($\bar{x}=4.31$ $SS=0.681$).

There is no statistically significant difference in the averages of the "Vision and Leadership," "Workplace Environment," and "Financial Performance" subdimensions of hospital managers in terms of the "Institutions worked for" variable ($p>0.05$).

Table 4. Analysis of the Green Management Practices Scale, Subdimensions, and Corporate Reputation Scale, Subdimensions in Terms of the Variable of the Organization Studied

	Institution	N	Average	Standard Deviation	t	p
Green Management Practices Scale	Public	57	3.79	0.622	-1.313	0.191
	Private	112	3.91	0.554		
Production Activities in Green Management Approach	Public	57	3.71	0.543	-0.299	0.765
	Private	112	3.74	0.488		
Human Resources Activities in Green Management Approach	Public	57	3.96	0.847	-1.834	0.068
	Private	112	4.19	0.752		
Accounting and Finance Activities in Green Management Approach	Public	57	3.42	1.183	-0.636	0.526
	Private	112	3.54	1.200		
R&D Activities in Green Management Approach	Public	57	3.89	0.813	-1.462	0.146
	Private	112	4.10	0.957		
Corporate Reputation Scale	Public	57	4.30	0.595	-2.219	0.028
	Private	112	4.50	0.515		
Emotional Appeal	Public	57	4.40	0.635	-2.499	0.013
	Private	112	4.65	0.575		
Products and Services	Public	57	4.38	0.631	-3.613	0.000
	Private	112	4.70	0.499		
Vision and Leadership	Public	57	4.34	0.747	-0.802	0.424
	Private	112	4.44	0.791		
Workplace Environment	Public	57	4.43	0.629	-0.713	0.477
	Private	112	4.50	0.592		
Social and Environmental Responsibility	Public	57	4.31	0.681	-1.983	0.049
	Private	112	4.51	0.582		
Financial Performance	Public	57	4.02	0.733	-1.739	0.084
	Private	112	4.22	0.687		

Source: Authors' calculations.

Table 5 presents the results of the ANOVA test conducted to determine whether the means of the Green Management Practices Scale, its subdimensions, and the Corporate Reputation Scale, its subdimensions, differ according to the “age group” variable.

Table 5 shows that the means of the “Green Management Practices” scale and its subdimensions “Production Activities in Green Management Understanding,” “Human Resources Activities in Green Management Understanding,” “Accounting-Finance Activities in Green Management Understanding,” and “R&D Activities in Green Management Understanding” did not significantly differ in terms of the “age group” variable ($p>0.05$).

The averages of the “Corporate Reputation” scale and its subdimensions “Products and Services,” “Social and Environmental Responsibility,” and “Financial Performance” did not significantly differ in terms of the “Age group” variable ($p>0.05$).

Statistically significant differences were found in the subdimension averages of “Emotional Appeal,” “Vision and Leadership,” and “Workplace Environment” in terms of the “Age group” variable ($p<0.05$). The groups responsible for the difference were determined via the Tukey test and were written opposite the relevant scale.

When the perceptions of hospital managers regarding the “Emotional Attractiveness” subdimension were examined according to “age groups,” no significant difference was found between hospital managers aged 20-30 years ($\bar{x}=4.11$ $SS=1.029$) and those aged 31-40 years ($\bar{x}=4.62$ $SS=0.505$), 41-50 years ($\bar{x}=4.63$ $SS=0.456$), and 51 years and older ($\bar{x}=4.65$ $SS=0.613$). Accordingly, the perceptions of “Emotional Attractiveness” among hospital administrators in the 20–30 age group are lower than those of hospital administrators in other age groups. It is thought that hospital administrators in the 20–30-year-old age group trust the hospital they work for less than other age groups do, respect it less, and have fewer positive feelings toward it. When the perceptions of hospital administrators regarding the “Vision and Leadership” subdimension are examined according to age group, there is a significant difference between hospital administrators aged 20-30 years ($\bar{x}=4.00$ $SS=1.043$) and those aged 41-50 years ($\bar{x}=4.49$ $SS=0.617$). Accordingly, the perceptions of “Vision and Leadership” among hospital administrators aged 20-30 years are lower than those among hospital administrators aged 41-50 years. It is thought that hospital administrators in the 20–30 years age group have a lower perception than those in the 41–50 years age group regarding their hospital's ability to take advantage of market opportunities, have a clear vision, and have a management level with excellent leadership. When the perceptions of hospital administrators regarding the “Workplace Environment” (KI_IYC) subdimension are examined according to “age groups,” there is a significant difference between 20–30-year-old ($\bar{x}=4.13$ $SS=0.934$) and 41–50-year-old ($\bar{x}=4.55$ $SS=0.484$) hospital administrators. Accordingly, the perceptions of hospital administrators aged 20-30 years regarding the “Workplace Environment” are lower than those of hospital administrators aged 41-50 years. It is thought that hospital administrators aged 20-30 years have lower perceptions than those aged 41-50 years regarding management level, working environment and conditions, and employee quality.

Table 5. Examination of the Green Management Practices Scale, Its Subdimensions, and the Corporate Reputation Scale, Its Subdimensions in Terms of Age Group Variable

	Age Group	N	Average	Standard Deviation	F	p	Source of Diversity
Green Management Practices Scale	20-30	21	3.81	0.512	0.142	0.935	
	31-40	48	3.87	0.584			
	41-50	81	3.90	0.628			
	51 and over	19	3.84	0.430			
	Total	169	3.87	0.579			
Production Activities in Green Management Approach	20-30	21	3.69	0.504	0.223	0.880	
	31-40	48	3.76	0.461			
	41-50	81	3.74	0.558			
	51 and over	19	3.67	0.390			
	Total	169	3.73	0.506			
	20-30	21	3.97	0.745	0.346	0.792	

Human Resources Activities in Green Management Approach	31-40	48	4.08	0.829			
	41-50	81	4.14	0.820			
	51 and over	19	4.19	0.634			
	Total	169	4.11	0.791			
Accounting and Finance Activities in Green Management Approach	20-30	21	3.55	0.961	0.641	0.589	
	31-40	48	3.38	1.253			
	41-50	81	3.62	1.241			
	51 and over	19	3.29	1.071			
	Total	169	3.50	1.192			
R&D Activities in Green Management Approach	20-30	21	4.07	0.712	0.291	0.832	
	31-40	48	4.09	1.009			
	41-50	81	4.02	0.838			
	51 and over	19	3.87	1.188			
	Total	169	4.03	0.914			
Corporate Reputation Scale	20-30	21	4.14	0.803	2.452	0.065	
	31-40	48	4.44	0.548			
	41-50	81	4.49	0.461			
	51 and over	19	4.51	0.501			
	Total	169	4.43	0.549			
Emotional Appeal	20-30	21	4.11	1.029	4.793	0.003	20-30 years old and 31-40 years old; 20-30 years old and 41-50 years old; 20-30 years old and 51 years old and above
	31-40	48	4.62	0.505			
	41-50	81	4.63	0.456			
	51 and over	19	4.65	0.613			
	Total	169	4.56	0.605			
Products and Services	20-30	21	4.39	0.828	1.048	0.373	
	31-40	48	4.60	0.515			
	41-50	81	4.64	0.508			
	51 and over	19	4.62	0.580			
	Total	169	4.59	0.566			
Vision and Leadership	20-30	21	4.00	1.043	2.691	0.048	20-30 years old and 41-50 years old
	31-40	48	4.38	0.903			
	41-50	81	4.49	0.617			
	51 and over	19	4.60	0.562			
	Total	169	4.41	0.775			
Workplace Environment	20-30	21	4.13	0.934	3.174	0.026	20-30 years old and 41-50 years old
	31-40	48	4.44	0.605			
	41-50	81	4.55	0.484			
	51 and over	19	4.60	0.504			
	Total	169	4.47	0.604			
Social and Environmental Responsibility	20-30	21	4.25	0.781	0.940	0.423	
	31-40	48	4.41	0.616			
	41-50	81	4.50	0.578			
	51 and over	19	4.49	0.632			
	Total	169	4.44	0.622			
Financial Performance	20-30	21	3.93	0.848	0.794	0.499	
	31-40	48	4.20	0.690			
	41-50	81	4.18	0.691			
	51 and over	19	4.16	0.663			
	Total	169	4.15	0.707			

Source: Authors' calculations.

Table 6 presents the results of the ANOVA test conducted to determine whether there are differences in the averages of the Green Management Practices Scale and its subdimensions according to the “education level” variable.

Table 6 shows that the means of hospital managers' "Green Management Practices" scale and subdimensions "Production Activities in Green Management Understanding," "Human Resources Activities in Green Management Understanding," "Accounting-Finance Activities in Green Management Understanding," and "R&D Activities in Green Management Understanding" were not statistically significant in terms of the "education level" variable ($p>0.05$).

No statistically significant difference was found in the means of the "Corporate Reputation" scale and its subdimensions "Products and Services," "Social and Environmental Responsibility," "Vision and Leadership," "Workplace Environment," and "Financial Performance" in terms of the "education level" variable ($p>0.05$).

A statistically significant difference was found in the mean of the "Emotional Attractiveness" subdimension in terms of the "education level" variable ($p<0.05$). The groups responsible for the difference were determined via the Tukey test and were written opposite the relevant scale.

Among hospital administrators, in the "Emotional Attractiveness" subdimension, there was no statistically significant difference between high school ($\bar{x}=4.78$ $SS=0.371$) and associate degree ($\bar{x}=4.15$ $SS=1.086$), between associate degree ($\bar{x}=4.15$ $SS=1.086$) and bachelor's degree ($\bar{x}=4.60$ $SS=0.531$), or between associate degree ($\bar{x}=4.15$ $SS=1.086$) and postgraduate ($\bar{x}=4.59$ $SS=0.474$) education levels. Accordingly, the perceptions of "emotional attractiveness" among hospital administrators with an associate degree education level are lower than those among hospital administrators with high school, bachelor's, or graduate degree education levels. It is thought that hospital administrators with an associate degree education level have lower perceptions than do administrators with high school, bachelor's, and graduate degree education levels in terms of trust, respect, and positive feelings about the hospital for which they work.

Table 6. Examination of the Green Management Practices Scale, its Subdimensions, and the Corporate Reputation Scale, its Subdimensions in Terms of the Education Level Variable

	Level of Education	N	Average	Standard Deviation	F	p	Source of Diversity
Green Management Practices Scale	High School	15	3.88	0.505	1.718	0.165	
	Associate Degree	18	4.04	0.530			
	Bachelor's Degree	98	3.91	0.569			
	Graduate Degree	38	3.70	0.634			
	Total	169	3.87	0.579			
Production Activities in Green Management Approach	High School	15	3.70	0.379	1.791	0.151	
	Associate Degree	18	3.86	0.515			
	Bachelor's Degree	98	3.77	0.510			
	Graduate Degree	38	3.58	0.516			
	Total	169	3.73	0.506			
Human Resources Activities in Green Management Approach	High School	15	4.19	0.617	1.077	0.360	
	Associate Degree	18	4.25	0.785			
	Bachelor's Degree	98	4.15	0.773			
	Graduate Degree	38	3.92	0.889			
	Total	169	4.11	0.791			
Accounting and Finance Activities in Green Management Approach	High School	15	3.50	1.336	1.454	0.229	
	Associate Degree	18	3.92	0.862			
	Bachelor's Degree	98	3.54	1.254			
	Graduate Degree	38	3.22	1.070			
	Total	169	3.50	1.192			
R&D Activities in Green Management Approach	High School	15	3.93	1.116	0.904	0.441	
	Associate Degree	18	4.36	0.763			
	Bachelor's Degree	98	3.99	0.937			
	Graduate Degree	38	4.00	0.830			
	Total	169	4.03	0.914			

Corporate Reputation Scale	High School	15	4.65	0.509	1.836	0.143	
	Associate Degree	18	4.28	0.864			
	Bachelor's Degree	98	4.47	0.484			
	Graduate Degree	38	4.33	0.520			
	Total	169	4.43	0.549			
Emotional Appeal	High School	15	4.78	0.371	3.758	0.012	High School and Associate Degree; Associate Degree and Bachelor's Degree; Associate Degree and Graduate Degree
	Associate Degree	18	4.15	1.086			
	Bachelor's Degree	98	4.60	0.531			
	Graduate Degree	38	4.59	0.474			
	Total	169	4.56	0.605			
Products and Services	High School	15	4.73	0.486	1.154	0.329	
	Associate Degree	18	4.57	0.874			
	Bachelor's Degree	98	4.63	0.519			
	Graduate Degree	38	4.46	0.528			
	Total	169	4.59	0.566			
Vision and Leadership	High School	15	4.71	0.775	1.714	0.166	
	Associate Degree	18	4.19	1.049			
	Bachelor's Degree	98	4.45	0.707			
	Graduate Degree	38	4.28	0.777			
	Total	169	4.41	0.775			
Workplace Environment	High School	15	4.76	0.527	2.170	0.094	
	Associate Degree	18	4.26	1.013			
	Bachelor's Degree	98	4.50	0.520			
	Graduate Degree	38	4.39	0.553			
	Total	169	4.47	0.604			
Social and Environmental Responsibility	High School	15	4.71	0.434	1.505	0.215	
	Associate Degree	18	4.37	0.839			
	Bachelor's Degree	98	4.46	0.606			
	Graduate Degree	38	4.32	0.593			
	Total	169	4.44	0.622			
Financial Performance	High School	15	4.28	0.891	1.027	0.382	
	Associate Degree	18	4.11	0.828			
	Bachelor's Degree	98	4.20	0.652			
	Graduate Degree	38	3.99	0.707			
	Total	169	4.15	0.707			

Source: Authors' calculations.

Table 7 presents the results of the ANOVA test conducted to determine whether there are differences in the means of the Green Management Practices Scale, its subdimensions, and the Corporate Reputation Scale and its subdimensions according to the “work year” variable.

Table 7 shows that the averages of the hospital managers' “Green Management Practices” scale and its subdimensions, namely, “Production Activities in Green Management Understanding,” “Human Resources Activities in Green Management Understanding,” “Accounting-Finance Activities in Green Management Understanding,” and “R&D Activities in Green Management Understanding,” were not statistically significant in terms of the “length of service” variable ($p > 0.05$).

No statistically significant differences were found in the “Corporate Reputation” scale average, and its subdimensions “Emotional Appeal,” “Products and Services,” “Social and Environmental Responsibility,” “Vision and Leadership,” “Workplace Environment,” and “Financial Performance” showed no statistically significant difference in terms of the “work year” variable ($p > 0.05$).

Table 7. Examination of the Green Management Practices Scale, its Subdimensions, and the Corporate Reputation Scale and its Subdimensions in Terms of the Work Duration Variable

	Work Year	N	Average	Standard Deviation	F	p
Green Management Practices Scale	0-5 years	56	3.80	0.623	0.902	0.442
	6-10 years	48	3.84	0.586		
	11-15 years	34	3.97	0.514		
	16 years and over	31	3.96	0.553		
	Total	169	3.87	0.579		
Production Activities in Green Management Approach	0-5 years	56	3.69	0.521	1.075	0.361
	6-10 years	48	3.68	0.517		
	11-15 years	34	3.86	0.416		
	16 years and over	31	3.75	0.545		
	Total	169	3.73	0.506		
Human Resources Activities in Green Management Approach	0-5 years	56	4.03	0.841	0.533	0.660
	6-10 years	48	4.09	0.800		
	11-15 years	34	4.16	0.785		
	16 years and over	31	4.24	0.700		
	Total	169	4.11	0.791		
Accounting and Finance Activities in Green Management Approach	0-5 years	56	3.29	1.361	1.527	0.210
	6-10 years	48	3.57	1.087		
	11-15 years	34	3.46	1.025		
	16 years and over	31	3.84	1.157		
	Total	169	3.50	1.192		
R&D Activities in Green Management Approach	0-5 years	56	3.95	1.039	0.956	0.415
	6-10 years	48	3.95	0.883		
	11-15 years	34	4.25	0.781		
	16 years and over	31	4.06	0.854		
	Total	169	4.03	0.914		
Corporate Reputation Scale	0-5 years	56	4.46	0.577	0.061	0.980
	6-10 years	48	4.41	0.550		
	11-15 years	34	4.42	0.543		
	16 years and over	31	4.43	0.530		
	Total	169	4.43	0.549		
Emotional Appeal	0-5 years	56	4.54	0.599	0.189	0.904
	6-10 years	48	4.55	0.597		
	11-15 years	34	4.57	0.684		
	16 years and over	31	4.63	0.560		
	Total	169	4.56	0.605		
Products and Services	0-5 years	56	4.60	0.555	0.090	0.965
	6-10 years	48	4.61	0.588		
	11-15 years	34	4.60	0.519		
	16 years and over	31	4.55	0.624		
	Total	169	4.59	0.566		
Vision and Leadership	0-5 years	56	4.45	0.777	0.186	0.905
	6-10 years	48	4.40	0.793		
	11-15 years	34	4.32	0.806		
	16 years and over	31	4.43	0.741		
	Total	169	4.41	0.775		
Workplace Environment	0-5 years	56	4.52	0.603	0.420	0.739
	6-10 years	48	4.44	0.628		
	11-15 years	34	4.39	0.638		
	16 years and over	31	4.53	0.543		
	Total	169	4.47	0.604		
Social and Environmental Responsibility	0-5 years	56	4.51	0.629	0.315	0.815
	6-10 years	48	4.42	0.578		
	11-15 years	34	4.41	0.625		
	16 years and over	31	4.39	0.689		
	Total	169	4.44	0.622		
Financial Performance	0-5 years	56	4.18	0.818	0.335	0.800
	6-10 years	48	4.08	0.665		
	11-15 years	34	4.23	0.607		
	16 years and over	31	4.11	0.677		
	Total	169	4.15	0.707		

Source: Authors' calculations.

3.3. Analysis of the research model

This study aimed to estimate the effect of green management practices on corporate reputation via the structural equation modeling method. Within this framework, the effect was tested via three separate models. The first model examined the effect of the “Green Management Practices” scale on the

“Corporate Reputation” scale. The second model examined the effects of the dimensions of the “Green Management Practices” scale on the “Corporate Reputation” scale. The third model examined the effects of the dimensions of the “Green Management Practices” scale on the dimensions of the “Corporate Reputation” scale. During the analysis phase, a separate analysis model was created for each model via the AMOS 24.0 program.

In structural equation modeling, various statistical tests are used to determine the adequacy of the data fit to the model. Table 8 provides the fit statistics values for the research model to determine the suitability of the structure of the tested model.

When Table 8 is examined, the fit index values for the effect model ($X^2/df= 1.337 \leq 5$, $RMSEA=0.045 \leq 0.080$, $GFI=0.963 \geq 0.90$, and $CFI=0.958 \geq 0.90$) are within the acceptable range (İlhan and Çetin, 2014: 31).

Table 8. Goodness-of-fit statistics for model validity

	CMIN/DF	GFI	CFI	RMSEA
SEM Model	1.337	0.963	0.958	0.045
Acceptable Compliance	≤ 5	≥ 0.90	≥ 0.90	≤ 0.080

Source: Authors’ calculations.

3.3.1. Findings of Model 1

This model investigates the effect of the “Green Management Practices” scale on the “Corporate Reputation” scale.

In Model 1, “Green Management Practices” are associated with “Corporate Reputation,” and it is assumed that the exogenous variable “Green Management Practices” has an effect on the endogenous variable “Corporate Reputation.” The graphical representation of the relationships established within the framework of Model 1 is shown in Figure 2.

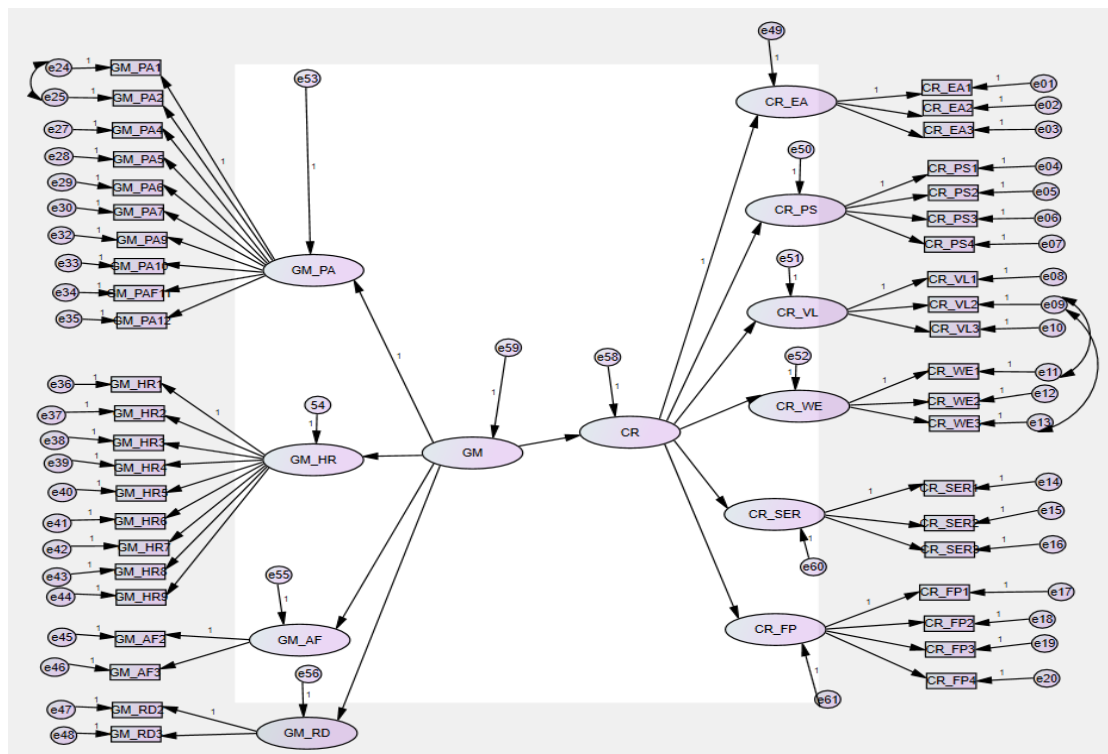


Figure 2. YEM Model Diagram for the Impact of Green Management Practices on Corporate Reputation (Model 1)

Source: Prepared by the author.

Table 9 shows the impact coefficient of green management practices on corporate reputation.

An examination of the impact coefficient of “green management practices” on “corporate reputation” in Table 9 reveals that this effect is statistically significant ($p < 0.05$). According to data obtained from hospital administrators, the green management practices implemented in hospitals have an impact on corporate reputation. Hospitals' consideration of environmental protection in their management activities influences their perceptions of such protection.

Table 9. Impact Coefficient of Green Management Practices on Corporate Reputation

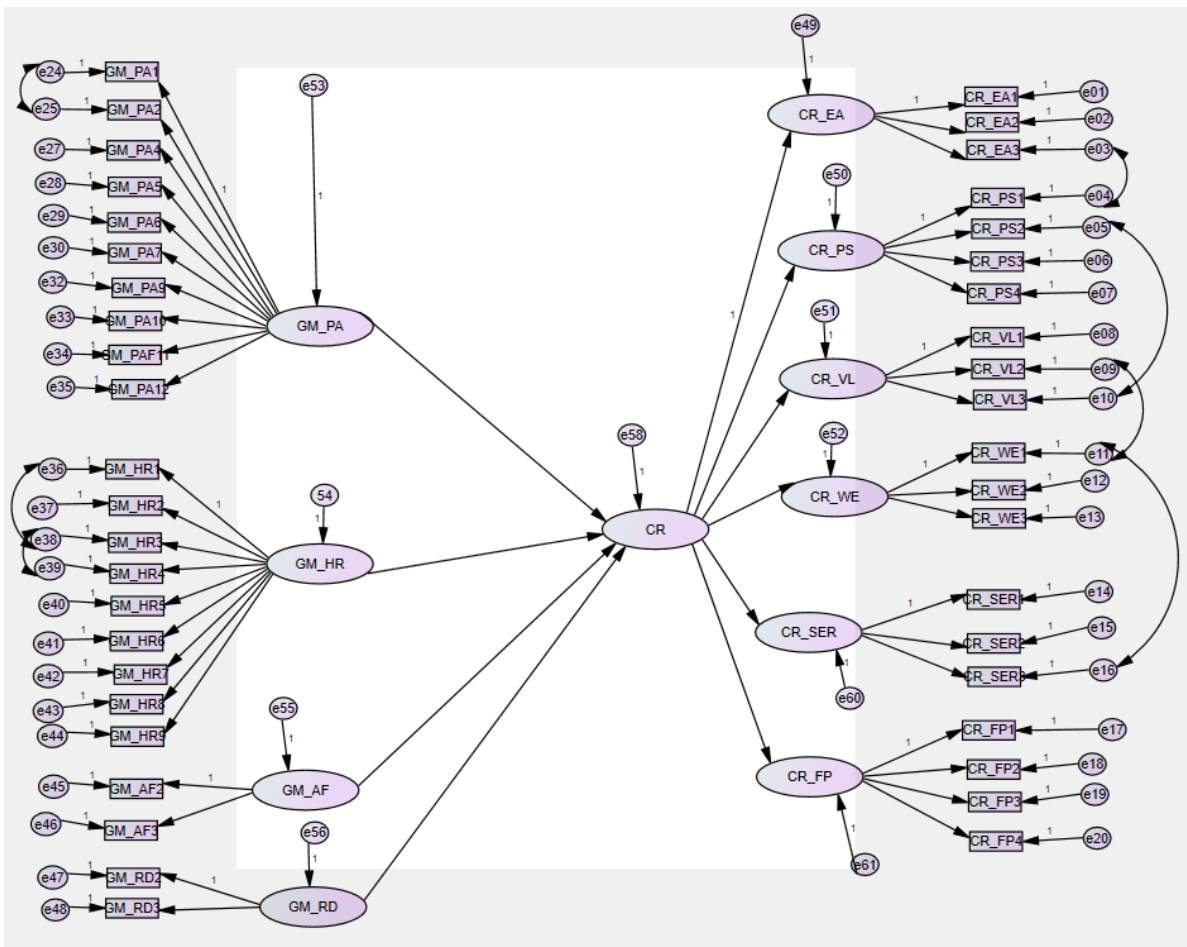
	Prediction	S. Prediction	S. Error	Critical Value	P
Corporate Reputation	1.077	0.573	0.324	3.327	***

Source: Authors' calculations.

3.3.2. Findings of Model 2

In Model 2, the dimensions of “Green Management Practices” (Production Activities in Green Management Understanding, Human Resources Activities in Green Management Understanding, Accounting-Finance Activities in Green Management Understanding, and R&D Activities in Green Management Understanding) are associated with “Corporate Reputation,” and it is assumed that the exogenous variable “Green Management Practices” has an effect on the endogenous variable “Corporate Reputation.” The graphical representation of the relationships established within the framework of Model 2 is shown in Figure 3.

Figure 3. YEM Model Diagram for the Impact of Green Management Practices Dimensions on Corporate Reputation (Model 2)



Source: Prepared by the author.

Table 10 shows the impact coefficients of the Green Management Practices Scale dimensions on the Corporate Reputation Scale.

An examination of the impact coefficients of the subdimensions of the “Green Management Practices” scale on the “Corporate Reputation” scale in Table 10 reveals that the effects of all the dimensions are statistically significant ($p < 0.05$), except for the “R&D Activities in Green Management Understanding” subdimension ($p > 0.05$). According to the standard estimated values, the highest impact is seen in the “Human Resources Activities in Green Management Understanding” subdimension, whereas the lowest impact is seen in the “Accounting-Finance Activities in Green Management Understanding” subdimension, with a negative effect. According to the data obtained from hospital managers, green practices in human resources and production activities increase hospital managers' perception of corporate reputation, whereas green accounting-finance practices negatively affect hospital managers' perception of corporate reputation. The implementation of green R&D practices does not affect managers' perceptions of corporate reputation. In green management, it is not an expected finding that accounting and financial activities have a negative impact on corporate reputation. This indicates that allocating resources from the annual budget for environmental expenditures and including environmental performance in the hospital's financial reports negatively affects the perception of the hospital. It is a noteworthy finding that R&D activities have no impact on corporate reputation in the Green Management Approach. This finding suggests that the development of environmental protection projects and the implementation of energy-saving practices in hospitals do not affect perceptions of the hospital.

Table 10. Impact Coefficients of Green Management Practices Scale Subdimensions on the Corporate Reputation Scale

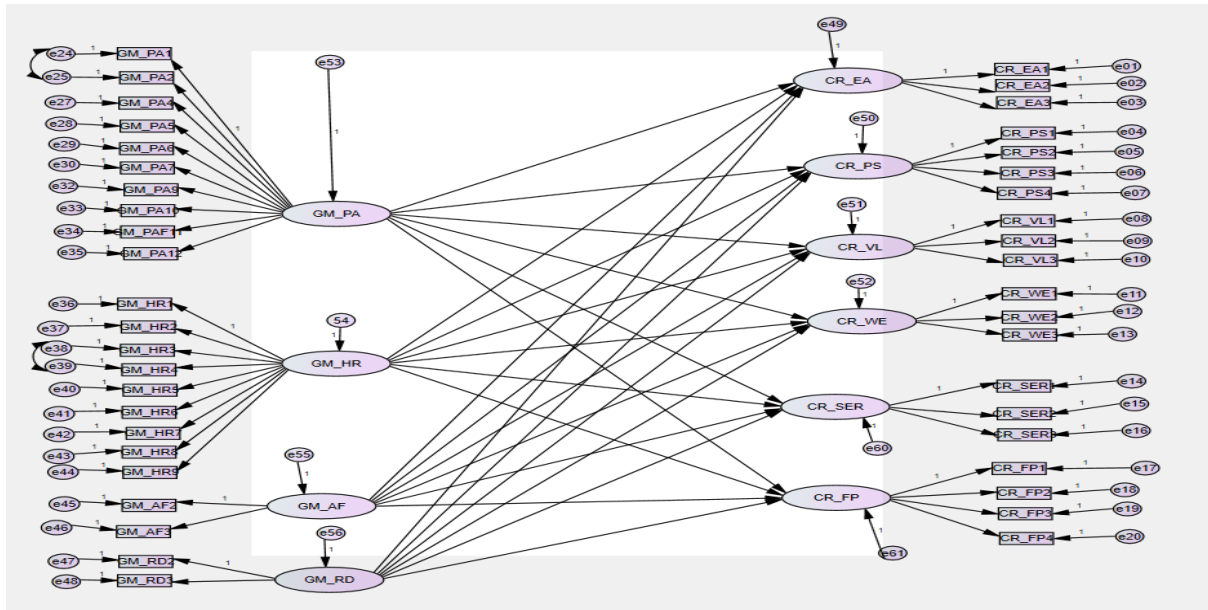
Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	0.544	0.353	0.186	2.917	0.004
Human Resources Activities in Green Management Approach	0.567	0.436	0.136	4.18	***
Accounting and Finance Activities in Green Management Approach	-0.062	-0.178	0.026	-2.382	0.017
R&D Activities in Green Management Approach	0.054	0.109	0.037	1.457	0.145

Source: Authors' calculations.

3.3.3. Model 3 findings

Research Model 3 relates the dimensions of “Green Management Practices” (Production Activities in Green Management, Accounting and Finance Activities in Green Management, and R&D Activities in Green Management) to the dimensions of “Corporate Reputation” (“Emotional Appeal, Products and Services, Vision and Leadership, Workplace Environment, Social and Environmental Responsibility, and Financial Performance”), and it is assumed that the exogenous variable “Green Management Practices” affects the endogenous variable “Corporate Reputation”. A graphical representation of the relationships established within the framework of Model 3 is shown in Figure 4.

Figure 4. YEM Model Diagram for the Effect of Green Management Practices Dimensions on Corporate Reputation Dimensions (Model 3)



Source: Prepared by the author.

Table 11 shows the effect coefficients of the dimensions of the “Green Management Practices” scale on the emotional appeal subdimension of the “Corporate Reputation” scale.

An examination of the effect coefficients of the subdimensions of the “Green Management Practices” scale on the “Emotional Appeal” subdimension in Table 11 reveals that the effects of all the dimensions are statistically significant ($p > 0.05$), except for the “R&D Activities in Green Management Understanding” subdimension. ($p < 0.05$). According to standard estimation values, the highest effect is observed in the “Accounting-Finance Activities in Green Management Understanding” subdimension, whereas the lowest effect is observed in the “Production Activities in Green Management Understanding” subdimension. According to the data obtained from hospital managers, the perceptions of managers regarding trust, respect, and positive feelings are positively affected by green practices in human resources and production activities; negatively affected by green practices in accounting and finance activities; and not affected by green practices in R&D activities.

Table 11. Effect Coefficients of the Subdimensions of the Green Management Practices Scale on the Emotional Attractiveness Subdimension

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	0.591	0.302	0.195	3.034	0.002
Human Resources Activities in Green Management Approach	0.883	0.497	0.186	4.755	***
Accounting and Finance Activities in Green Management Approach	-0.693	-0.671	0.113	-6.157	***
R&D Activities in Green Management Approach	0.041	0.056	0.053	0.771	0.441

Source: Authors’ calculations.

Table 12 shows the impact coefficients of the dimensions of the “Green Management Practices” scale on the “Products and Services” subdimension of the “Corporate Reputation” scale.

An examination of the impact coefficients of the subdimensions of the “Green Management Practices” scale on the “Products and Services” subdimension in Table 12 reveals that the effects of all the dimensions are statistically significant ($p < 0.05$). According to the standard estimated values, the highest impact is observed in the “Accounting and Financial Activities in Green Management” subdimension, whereas the lowest impact is observed in the “R&D Activities in Green Management” subdimension. According to data obtained from hospital administrators, green practices in production, human resources, and R&D positively affect administrators' perceptions of hospital service quality, innovative

services, and patients' value for money, whereas green practices in accounting and finance negatively affect these perceptions.

Table 12. Impact Coefficients of the Green Management Practices Scale Subdimensions on the Product and Service Subdimensions

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	0.951	0.49	0.259	3.665	***
Human Resources Activities in Green Management Approach	0.688	0.39	0.157	4.377	***
Accounting and Finance Activities in Green Management Approach	-0.636	-0.62	0.105	-6.082	***
R&D Activities in Green Management Approach	0.126	0.176	0.051	2.470	0.014

Source: Authors' calculations.

Table 13 shows the impact coefficients of the dimensions of the “Green Management Practices” scale on the “Vision and Leadership” subdimension of the “Corporate Reputation” scale.

An examination of the impact coefficients of the subdimensions of the “Green Management Practices” scale on the “Vision and Leadership” subdimension in Table 13 reveals that the effects of all the dimensions are statistically significant ($p > 0.05$), except for the “R&D Activities in Green Management Understanding” subdimension. ($p < 0.05$). According to standard estimation values, the highest impact is observed in the “Accounting and Financial Activities in Green Management Understanding” subdimension, whereas the lowest impact is observed in the “Production Activities in Green Management Understanding” subdimension. According to data obtained from hospital managers, green practices in human resources and production activities positively affect managers' perceptions of the hospital's ability to take advantage of market opportunities, have a clear vision, and have excellent leadership at the management level, whereas green practices in accounting and finance activities have a negative effect; green practices in R&D activities have no effect.

Table 13. Impact Coefficients of the Green Management Practices Scale Subdimensions on the Vision and Leadership Subdimensions

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	0.838	0.245	0.302	2.772	0.006
Human Resources Activities in Green Management Approach	1.528	0.493	0.315	4.856	***
Accounting and Finance Activities in Green Management Approach	-1.25	-0.693	0.194	-6.444	***
R&D Activities in Green Management Approach	0.076	0.060	0.089	0.857	0.391

Source: Authors' calculations.

Table 14 shows the impact coefficients of the dimensions of the “Green Management Practices” scale on the “Workplace Environment” subdimension of the “Corporate Reputation” scale.

An examination of the impact coefficients of the subdimensions of the “Green Management Practices” scale on the “Workplace Environment” subdimension in Table 14 reveals that the effects of all the dimensions are statistically significant ($p < 0.05$), except for the “R&D Activities in Green Management Understanding” subdimension ($p < 0.05$). According to the standard estimated values, the highest impact is observed in the “Accounting and Financial Activities in Green Management Understanding” subdimension, whereas the lowest impact is observed in the “Production Activities in Green Management Understanding” subdimension. According to the data obtained from hospital managers, green practices in human resources and production activities positively affect managers' perceptions of management level, working environment and conditions, and employee quality, whereas green practices in accounting and finance activities negatively affect these perceptions. Green practices in R&D activities do not affect these perceptions.

Table 14. Impact Coefficients of the Subdimensions of the Green Management Practices Scale on the Workplace Environment Subdimension

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	0.744	0.275	0.251	2.966	0.003
Human Resources Activities in Green Management Approach	1.284	0.523	0.258	4.984	***
Accounting and Finance Activities in Green Management Approach	-1.102	-0.772	0.165	-6.695	***
R&D Activities in Green Management Approach	0.124	0.124	0.071	1.76	0.078

Source: Authors' calculations.

Table 15 shows the impact coefficients of the dimensions of the “green management practices” scale on the “social and environmental responsibility” subdimension of the “corporate reputation” scale.

An examination of the impact coefficients of the subdimensions of the “green management practices” scale on the “social and environmental responsibility” subdimension in Table 15 reveals that the effects of all the dimensions are statistically significant ($p < 0.05$). According to standard estimation values, the highest impact is observed in the “Accounting and Financial Activities in Green Management Understanding” subdimension, whereas the lowest impact is observed in the “R&D Activities in Green Management Understanding” subdimension. According to the data obtained from hospital managers, a hospital's sensitivity to social issues, environmental awareness, and managers' perceptions of sensitivity in dealing with people are positively affected by green practices in terms of human resources, R&D, and production activities, whereas green practices in accounting and finance activities have a negative effect.

Table 15. Impact Coefficients of the Green Management Practices Scale Subdimensions on the Social and Environmental Responsibility Subdimensions

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	1.016	0.376	0.31	3.278	0.001
Human Resources Activities in Green Management Approach	0.989	0.403	0.233	4.252	***
Accounting and Finance Activities in Green Management Approach	-1.017	-0.712	0.166	-6.141	***
R&D Activities in Green Management Approach	0.257	0.257	0.079	3.248	0.001

Source: Authors' calculations.

Table 16 shows the impact coefficients of the dimensions of the “Green Management Practices” scale on the “Financial Performance” subdimension of the “Corporate Reputation” scale.

An examination of the impact coefficients of the subdimensions of the “green management practices” scale on the “financial performance” subdimension in Table 16 reveals that the effects of all the dimensions are statistically significant ($p < 0.05$). According to standard estimation values, the highest impact is observed in the “Accounting and Financial Activities in Green Management” subdimension, whereas the lowest impact is observed in the “R&D Activities in Green Management” subdimension. According to data obtained from hospital managers, green practices in human resources, R&D, and production activities positively affect managers' perceptions of the hospital's financial history, investment options, position among competitors, and growth potential, whereas green practices in accounting and finance activities negatively affect these perceptions.

Table 16. Impact Coefficients of the Subdimensions of the Green Management Practices Scale on the Financial Performance Subdimension

Dimensions	Prediction	S. Prediction	S. Error	Critical Value	P
Production Activities in Green Management Approach	1.156	0.462	0.339	3.414	***
Human Resources Activities in Green Management Approach	0.962	0.423	0.231	4.159	***
Accounting and Finance Activities in Green Management Approach	-0.75	-0.567	0.143	-5.239	***
R&D Activities in Green Management Approach	0.216	0.233	0.076	2.841	0.004

Source: Authors' calculations.

In Green Management, it is not an expected finding that accounting and financial activities have a negative impact on all sub-dimensions of the corporate reputation scale. This finding is based on trust, respect, positive feelings, service quality, innovative services, patients receiving value for money for the services they pay for, the hospital's ability to take advantage of market opportunities, having a clear vision, excellent leadership at the management level, the working environment and conditions, employee quality, the hospital's sensitivity to social issues, environmental awareness, sensitivity in treating people, financial history, investment options, position among competitors, and growth potential negatively affect perceptions of the hospital. It is a noteworthy finding that R&D activities in Green Management do not have an impact on “Emotional Appeal, Vision and Leadership, Workplace Environment.” The development of projects aimed at protecting the environment in hospitals and the implementation of energy-saving practices did not affect participants' perceptions of trust, respect, positive feelings, the hospital's ability to take advantage of market opportunities, clear vision, excellent leadership at the management level, working environment and conditions, and employee quality.

According to the results, H1 is rejected, H2, H4, and H5 are partially accepted, and H3 is accepted.

4. Discussion and conclusion

In this section, similarities and differences are discussed on the basis of the results acquired from studies conducted in line with the information acquired from hospital administrators.

The study revealed that green management practices and all their subdimensions did not significantly differ according to the variables of gender, age group, length of service, and education level. Unlike studies in the literature (Görgülü et al., 2023; Karakuş and Mert, 2023; Sarıkaya et al., 2024), green management practices and their subdimensions did not significantly differ according to demographic variables, and H1 was rejected. The reasons for this difference are that studies in the literature have been conducted on different professions and different sectors, whereas this study was conducted only on hospital managers in the healthcare sector, healthcare managers with similar knowledge and experience and the majority of them having a high level of education, the hospitals where the application was made sensitive to green management, ensuring that managers of all ages are knowledgeable about green management practices by providing green training at regular intervals. In the hospitals where this study was conducted, it is considered that managers, from those with the least to those working at the institution, are knowledgeable about green management practices and that, regardless of their educational level, they are sensitive to having complete knowledge about the green management practices implemented in the hospitals where this study was conducted.

The study revealed that the average score for the emotional attractiveness subdimension of the Corporate Reputation Scale differed between female and male participants. The source of this difference was that male participants' perceptions of emotional attractiveness were greater than those of female participants. Male hospital administrators are thought to trust the hospital more, respect it more, and have more positive feelings about it than female administrators. As in the studies in the literature (Işık et al., 2016; Karakaya & Aydın, 2015), the present study did not find any differences between female and male participants in the Corporate Reputation Scale subdimensions other than the emotional attractiveness dimension.

The Corporate Reputation Scale and its subdimensions (Emotional Appeal, Products and Services, Social and Environmental Responsibility) have different average scores among hospital managers working in public and private institutions. Private hospital administrators are thought to have more positive perceptions than public hospital administrators regarding the services, social awareness, management level, working environment, and financial status of the hospitals they work at. The results of this study are similar to those of Çınaroğlu and Şahin (2013).

The averages of the Corporate Reputation Scale and its subdimensions (Emotional Appeal, Vision and Leadership, and Workplace Environment) differ according to the “age group” of hospital administrators. The reason for the difference in emotional attractiveness perceptions is that the perceptions of hospital administrators in the 20–30 age group are lower than those of hospital administrators in other age groups. The reason for the difference in perceptions of Vision and Leadership and Workplace Environment is that the perceptions of hospital managers in the 20–30 age group are lower than those of hospital managers in the 41–50 age group. Hospital administrators in the 20-30 age group are thought to trust

the hospital more, respect it, and have positive feelings toward it compared to other age groups. Hospital administrators in the 20-30 age group are thought to have a lower perception than those in the 41-50 age group regarding their hospital's ability to take advantage of market opportunities, have a clear vision, and have excellent leadership in management. Hospital managers in the 20-30 age group are thought to have a lower perception of the management level, working environment and conditions, and employee quality compared to the 41-50 age group. Similar to the studies by Fettahlioğlu et al. (2016) and Deniz et al. (2017), this study revealed that perceptions of emotional attractiveness, vision and leadership, and the workplace environment significantly differed according to age group.

A statistically significant difference was found in the “educational level” variable in the emotional attractiveness subdimension of the Corporate Reputation Scale. This difference stems from the fact that the perceptions of hospital managers with an associate degree level of education regarding “emotional attractiveness” are lower than those of hospital managers with high school, bachelor's, and postgraduate degrees. As in the studies by Alnıaçık et al. (2010) and Işık et al. (2016), this study also revealed that hospital managers significantly differ in the emotional attractiveness subdimension according to the education level variable.

The means of the Corporate Reputation Scale and its subdimensions do not differ according to the length of service of hospital administrators. In contrast to Avci's (2019) study, the present study revealed that the means of the Corporate Reputation Scale and its subdimensions do not differ according to the length of service of hospital administrators, similar to the findings of Deniz et al. (2017). The hypothesis (H2) that “the averages of the corporate reputation scale and its subdimensions show a statistically significant difference according to demographic variables” was partially accepted.

The study concluded that the effect of “green management practices” on “corporate reputation” is statistically significant, thus supporting H3. When examining the effect coefficients on the “Corporate Reputation” scale, the effects of all the dimensions except the “R&D Activities in Green Management Understanding” subdimension were statistically significant. When examining the impact coefficients of the Green Management Practices scale on the Corporate Reputation scale, it was concluded that the effects of all the dimensions except the “R&D Activities in Green Management” subdimension were statistically significant, and hypothesis H4 was partially accepted. When the impact coefficients of the subdimensions of the “Green Management Practices” scale on the subdimensions of the “Corporate Reputation” scale (Products and Services, Social and Environmental Responsibility, and Financial Performance) are examined, the effects of all the dimensions are statistically significant. When the impact coefficients of the subdimensions of the “Green Management Practices” scale on the subdimensions of the “Corporate Reputation” (Emotional Appeal, Vision and Leadership, and Workplace Environment) subdimension are examined, the effects of all the dimensions except the “R&D Activities in Green Management Understanding” subdimension are statistically significant, and hypothesis H5 is partially accepted.

Given the growing interest in green awareness and the emergence of negative attitudes toward nature as a reaction among the public, this result was expected. Today, individuals have certain expectations of businesses beyond simply demanding products and services. One such expectation is that businesses adopt an environmentally conscious approach, meaning that they use natural resources efficiently in their production processes and protect nature. Therefore, it was thought that green management practices would have an impact on corporate reputation perceptions. A study conducted by Irfan et al. (2018) on public employees revealed that economic sustainability, social sustainability, and environmental sustainability positively affect the reputation of public sector organizations. A study conducted by Yapraklı and Noksan (2023) on mobile phone users revealed that the green marketing mix implemented by companies affects both corporate reputation and brand evangelism. Yangınlar and others (2022) concluded that there is a relationship between the subfactors of green supply chain management and the subfactors of corporate social responsibility. Green procurement, green packaging, green transportation, and green storage positively impact a company's corporate reputation. Wang et al. (2025) reported that green human resource management (GHRM) has a significant positive effect on corporate environmental performance and that corporate reputation and green dynamic talent have dual mediating effects on this relationship. Wang et al. (2023) showed that green human resource management has an optimal relationship with job search intention and corporate reputation and that corporate social

responsibility plays an important mediating role in this relationship. Tiep Le et al. (2025) demonstrated that there are strong and positive relationships between green human resource management, corporate social responsibility, and organizational performance in SMEs and that corporate reputation and employee commitment serve as important mediating variables.

The study finalized that green management practices have an effect on corporate reputation, similar to the studies mentioned above. This opens up the possibility for future studies to investigate other factors where green management practices are effective.

Hospitals' consideration of environmental protection in their management activities affects their perceptions of hospitals. Green practices in terms of human resources and production activities increase hospital managers' perceptions of corporate reputation, whereas green accounting and finance practices negatively affect hospital managers' perceptions of corporate reputation. It has been observed that the green R&D practices implemented do not affect managers' perceptions of corporate reputation. Green practices in terms of human resources and production activities positively affect managers' perceptions of trust, respect, and positive feelings, whereas green practices in accounting and finance negatively affect these perceptions. Green practices in R&D activities do not affect these perceptions. Green practices in production, human resources, and R&D positively affect managers' perceptions of hospital service quality, innovative services, and patients' value for money, whereas green practices in accounting and finance negatively affect these perceptions. Hospital executives' perceptions regarding capitalizing on market opportunities, having a clear vision, and possessing excellent leadership at the management level; green practices in human resources and production activities having a positive impact; green practices in accounting and finance activities having a negative impact; and green practices in R&D activities having no impact. The perceptions of management regarding the working environment and conditions and employee quality and green practices in human resources and production activities have positive effects, green practices in accounting and finance activities have negative effects, and green practices in R&D activities have no effect. Green practices in terms of human resources, R&D, and production activities positively affect managers' perceptions of hospitals' sensitivity to social issues, environmental awareness, and sensitivity in dealing with people, whereas green practices in accounting and finance activities negatively affect these perceptions. Green practices in terms of human resources, R&D, and production positively affect managers' perceptions of hospitals' financial history, investment options, position among competitors, and growth potential, whereas green practices in accounting and finance negatively affect these perceptions.

The recommendations developed based on the results obtained from the research are listed in order.

Health policymakers may be advised to ensure the creation of a guide for green management practices in healthcare institutions and to standardize these practices across all healthcare institutions. It is believed that implementing these practices will positively impact the corporate reputation of healthcare institutions.

Healthcare institution managers may be advised to:

- Prioritize the use of renewable energy sources over energy sources such as oil, coal, and natural gas in healthcare institutions. Energy sources such as oil and coal are not recommended because they pollute the air. The use of renewable energy sources will prevent air pollution and reduce hospital energy costs.
- It may be recommended that healthcare institutions evaluate recyclable and non-recyclable waste. This will reduce costs in healthcare institutions.
- It may be recommended that healthcare institutions purchase environmentally friendly technologies.
- It may be recommended that resources be allocated from the annual budget for green management practices. It is believed that implementing these recommendations will positively impact the corporate reputation of healthcare institutions.

To researchers:

- It may be advisable to investigate the impact of green management practices on corporate reputation in other areas as well.
- It may be recommended to investigate the importance of green management practices in healthcare institutions from the perspective of stakeholders.
- After green management practices become more widespread in businesses, it may be recommended to investigate their impact on corporate reputation, customer satisfaction, repeat purchase behavior, perceived service quality, willingness to recommend the business to others, and costs.

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Araştırma Makalesi

The Impact of Green Management Practices in Healthcare Institutions on Corporate Reputation

Sağlık Kurumlarında Yeşil Yönetim Uygulamalarının Kurumsal İtibara Etkisi

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Genişletilmiş Özet

Yeşil yönetim, bugünün ihtiyaçlarına yönelik kararları çevre dostu uygulamalar kapsamında almak, sürdürülebilirlik için gelecek nesillerin ihtiyaçlarını göz önünde bulundurarak çevresel sorumlulukla geleceği tasarlamak (Akgün, 2024: 1147), örgütsel faaliyetlerin ve çevre bilincinin uyumu (Al-Zawahreh, Khasawneh ve Al-Jaradat, 2019: 54) olarak tanımlanmaktadır. İşletmelerin yeşil üretim uygulamaları; minimal enerji kullanımı, minimal hammadde faydalanımı ve katı atıkların oluşumunun en aza düşürülmesi, ürünlerin tekrar kullanılabilmesi, yenilenebilir ürünlerin seçilmesi ve işgörenlerin ürün yönetim süreci ile ilgili eğitim almaları biçiminde ifade edilebilmektedir (Sarıcı ve Erikli, 2022: 104).

İtibar, bir işletmenin temsili bir paydaş grubuna değerli sonuçlar alma yeteneğinin tümünden değerlendirmesidir (Fombrun, Gardberg ve Sever, 2000: 243). Kurumsal itibar kavramı tedarikçilerin, müşterilerin, işgörenlerin, yöneticilerin ve hissedarların algılarını da içine almak üzere tüm paydaş algılarının bir birleşimidir (Almaçık, Almaçık ve Genç, 2010: 95). “Duygusal cazibe, ürün ve hizmetler, finansal performans, vizyon ve liderlik, çalışma ortamı ve kurumsal sosyal sorumluluktan” oluşan altı farklı boyut itibar değerini belirlemektedir (Güteryüz, 2020: 251). Kurumsal itibarın boyutları şu şekilde ifade edilmiştir (Fombrun ve Foss, 2001: 2):

- Duygusal Çekicilik: İşletmeye beslenen sevgi, duyulan saygı ve edilen takdirlerin toplamı.
- Ürünler ve Hizmetler: İşletmenin ürün ve hizmetlerinin niteliği, yeniliği, değeri ve güvenilirliğine dair algı toplamı.
- Finansal performans: İşletmenin kârlılığına, beklentilerine ve muhtemel riskine dair algı toplamı.
- Vizyon ve Liderlik: İşletmenin açıkça ve kesin olarak belirtilmiş bir vizyon ve güçlü liderlik sergilemesi durumu.
- İşyeri Ortamı: İşletmenin iyi yönetilme seviyesi, çalışma şekli ve çalışanların kalitesine dair algı toplamı.
- Sosyal Sorumluluk: İşletmenin topluluklar, çalışanlar ve çevre ile bağlantılarında iyi bir vatandaş gibi algılanması.

Sağlam bir kurumsal itibarın işletmelere finansal, pazar payı ve insan kaynakları konularında katkıları bulunmaktadır. Güçlü itibarlı işletmeler, ürünleri ve hizmetleri için kolay bir şekilde müşteriye erişebilir,

pazar paylarını büyütebilir, kalifiye çalışanlar tarafından tercih edilir, çalışanların katkısıyla kriz zamanlarını daha rahat atlatabilirler (Aydın, 2015: 80).

Yapılan çalışma sağlık turizmi yetki belgesi olan hastanelerde yeşil yönetim uygulamalarının kurumsal itibara etkisini ortaya çıkarmayı amaçlamaktadır.

Literatürdeki çalışmalar incelendiğinde; Yangınlar, Fidan ve Küllük (2022)'ün çalışması yeşil tedarik zinciri yönetiminin hem kurumsal sosyal sorumluluk hem de kurumsal itibara olan etkisini incelemeyi amaçlamaktadır. Wang, Zhang, Cui ve Zhu (2025) çalışmasında, yeşil insan kaynakları yönetimi ve kurumsal çevresel performans arasındaki etkide kurumsal itibar ve yeşil dinamik yeteneğinin aracı rolünü incelemeyi amaçlamıştır. Mensah, Afum ve Sam (2021) çalışmasında, iç çevre yönetimi ve yeşil insan kaynakları yönetiminin kurumsal itibar, çevresel performans ve finansal performans üzerindeki birleşik etkisini araştırmaktadır. Wang ve diğerlerinin (2023) çalışması, yeşil insan kaynakları yönetimi uygulamalarının kurumsal itibar ve kurumsal sosyal sorumluluk yoluyla potansiyel adayları çevreye duyarlı işletmelere katılmaya teşvik edip etmediğini değerlendirmeyi amaçlamıştır. Tiep Le, Vu Nguyen Thao, Le ve Bui Hai (2025) çalışmasında küçük ve orta ölçekli işletmelerin yeşil insan kaynakları yönetimi, kurumsal sosyal sorumluluk ve örgütsel performansı arasındaki ilişkiyi, kurumsal itibar ve çalışan bağlılığını aracı değişkenler olarak incelemeyi amaçlamaktadır.

Yapılan çalışmaya benzer bir çalışma bulunmaması, sağlık kurumlarında yeşil yönetim uygulamalarının kurumsal itibara olan etkisinin ortaya konulmasından dolayı bu çalışma önem taşımaktadır. Ek olarak, bu çalışmanın sağlık turizmi sektörüne, idarecilere, araştırmacılara ve literatüre katkıda bulunacağı düşünüldüğü için de önem arz etmektedir.

Bu nicel araştırmada betimsel ve korelasyon araştırma tasarımından faydalanılmıştır. Yapılan araştırmada yeşil yönetim uygulamalarının kurumsal itibara olan etkisinin analizi amaçlanmıştır. Bağımsız değişken yeşil yönetim uygulamaları iken, kurumsal itibar bağımlı değişken olmaktadır. Yeşil yönetim uygulamalarının kurumsal itibara olan etkisi, yeşil yönetim uygulamalarının alt boyutlarının (yeşil yönetim anlayışında üretim, insan kaynakları, muhasebe-finans ve ar-ge faaliyetleri) kurumsal itibara etkisi ve yeşil yönetim uygulamalarının alt boyutlarının kurumsal itibarın alt boyutlarına (“duygusal cazibe, ürün ve hizmetler, vizyon ve liderlik, iş yeri çevresi, sosyal ve çevresel sorumluluk ve finansal performans”) etkisi Yapısal Eşitlik Modeli ile analizi yapılmıştır. Ek olarak, araştırmada kullanılan iki ölçek ve alt boyutlarının ortalamalarının cinsiyet, yaş, eğitim düzeyi, çalışma süresi, kurum gibi değişkenlere göre değişiklik gösterip göstermediğinin de analizi yapılmıştır.

27 Kasım 2023 tarihi ile 9 Temmuz 2024 tarihleri arasında 23 hastanede yönetici pozisyonunda çalışan toplam 169 yönetici bu araştırmanın örneklemini oluşturmaktadır.

Veri toplamada kullanılan anket üç bölümden oluşmaktadır. Anketin ilk bölümünde demografik özellikler ile ilgili 5 soru, ikinci bölümünde yeşil yönetim uygulamaları ile ilgili 25 ifade, üçüncü bölümünde kurumsal itibar ile ilgili 20 ifade yer almaktadır. Çalışmada kullanılan ölçekler ile ilgili bilgiler şu şekildedir:

Yeşil Yönetim Uygulamaları Ölçeği (31), Elif Karabulut tarafından oluşturulan ve Cronbach alfa iç tutarlılık katsayısı 0,80 olarak bulunan anket çalışmasından alınmıştır.

Kurumsal İtibar Ölçeği (20) ise, Fombrun ve diğerlerinin 2000 yılında geliştirdiği ve Cronbach alfa iç tutarlılık katsayısını 0,84 olarak bulduğu ölçek kullanılmıştır.

Verilerin analizinde SPSS 26.0 ve AMOS 24.0 programlarından faydalanılmıştır.

Yapılan çalışmada, literatürdeki çalışmaların (Görgülü vd., 2023; Karakuş ve Mert, 2023; Sarıkaya, Er, Türkmen, Aral ve İzgi, 2024) aksine yeşil yönetim uygulamaları ve alt boyutlarının demografik değişkenlere göre istatistiksel açıdan anlamlı bir farklılık göstermediği görülmüş ve H1 hipotezi reddedilmiştir.

Yapılan çalışmada, Işık, Çiçek ve Almalı (2016) çalışmasında olduğu gibi Kurumsal İtibar Ölçeği alt boyutlarından Duygusal Çekicilik alt boyutu ortalamasının katılımcıların cinsiyetine göre farklılık gösterdiği ortaya çıkarılmıştır. Çınaroğlu ve Şahin (2013) çalışmasında olduğu gibi Kurumsal İtibar Ölçeği ve Duygusal Çekicilik, Ürün ve Hizmetler, Sosyal ve Çevresel Sorumluluk alt boyutlarının ortalamaları çalışılan “kurum” türüne göre farklılık bulunmuştur. Fettahlioğlu, Fettahlioğlu, Yıldız ve

Birin'in (2016) çalışmasında olduğu gibi Kurumsal İtibar Ölçeği ve Duygusal Çekicilik, Vizyon ve Liderlik ve İş Yeri Çevresi alt boyutlarının ortalamaları katılımcıların "yaş grubuna" göre farklılık göstermektedir. Alınışık ve diğerlerinin (2010) çalışmasında olduğu gibi Kurumsal İtibar Ölçeği Duygusal Çekicilik alt boyutunda "eğitim düzeyi" değişkeni bakımından istatistiksel olarak anlamlı farklılık göstermiştir. Deniz, Çimen, Cizmeci, Erkoç ve Yüksel (2017) çalışmasında olduğu gibi Kurumsal İtibar Ölçeği ve alt boyutlarının ortalamaları katılımcıların "çalışma süresine" göre farklılık göstermemektedir. "Kurumsal itibar ölçeği ve alt boyutlarının ortalamaları demografik değişkenlere göre istatistiksel açıdan anlamlı bir farklılık göstermektedir" hipotezi (H2) kısmen kabul edilmiştir.

Yapılan çalışmada Yeşil Yönetim Uygulamalarının Kurumsal İtibar üzerindeki etkisinin istatistiksel olarak anlamlı olduğu sonucuna ulaşılarak H3 hipotezi kabul edilmiştir.

Yeşil Yönetim Uygulamaları Ölçeği alt boyutlarının Kurumsal İtibar ölçeği üzerindeki etki katsayıları incelendiğinde, "Yeşil Yönetim Anlayışında Ar-Ge Faaliyetleri" alt boyutu hariç tüm alt boyutların etkilerinin istatistiksel olarak anlamlı olduğu sonucuna ulaşılarak H4 hipotezi kısmen kabul edilmiştir.

Yeşil Yönetim Uygulamaları ölçeği alt boyutlarının "Kurumsal İtibar" ölçeği (Ürün ve Hizmetler, Sosyal ve Çevresel Sorumluluk ve Finansal Performans) alt boyutları üzerindeki etki katsayıları incelendiğinde, tüm alt boyutların etkilerinin istatistiksel olarak anlamlı olduğu bulgusuna ulaşılmıştır. "Yeşil Yönetim Uygulamaları" ölçeği alt boyutlarının "Kurumsal İtibar" (Duygusal Çekicilik, Vizyon ve Liderlik ve İş Yeri Çevresi) alt boyutları üzerindeki etki katsayıları incelendiğinde, "Yeşil Yönetim Anlayışında Ar-Ge Faaliyetleri" alt boyutu hariç tüm alt boyutların etkilerinin istatistiksel olarak anlamlı olduğu sonucuna ulaşılarak H5 hipotezi kısmen kabul edilmiştir.

Sağlık kurumlarının yönetiminde yeşil yönetim uygulamalarının tercih edilmesi sağlık kurumları ile ilgili kurumsal itibar algısını olumlu olarak etkilemektedir.