SUSTAINABLE LEADERSHIP, GREEN PSYCHOLOGICAL CLIMATE, AND ORGANIZATIONAL PRIDE OF HEALTHCARE PROFESSIONALS: THE MEDIATING ROLE OF ORGANIZATIONAL REPUTATION

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A B S T R A C T

In the organizational behavior literature, factors such as positive performance, superiority in success comparisons, rewarding, commitment, dedication, social identification and admiration for the leader stand out among the reasons for organizational pride. The aim of this study, together with detailed literature and theoretical predictions, is to prove the existence of relationships between sustainable leadership (SL), green psychological climate (GPC), organizational reputation (OR) and organizational pride (OP) perception in the sample of healthcare professionals. Moreover, it aims to investigate mediating role of organizational reputation in the effect of SL and GPC on OP. Thus, through this study, OR, SL and GPC variables were added to the antecedents of OP. The specific reason why healthcare professionals are included in the study is to remind them how valuable the work they do is and to measure their perceptions of the mentioned four variables at the point of evaluating their organizations, which they see as a tool for this purpose. The research, in which the survey method has been used, has been applied to employees (physician, other health services class, administrative services class, permanent workers) of a public hospital in Karaman Province in Turkey. In the study, where the population was 1518, after the data was evaluated by reaching 361 people, it was understood that the relationship levels between the variables were high and statistically significant, and OR played a partial mediating role in the effect of SL and GPC on OP. Since no study involving the quadruple relationship spiral has been found because of national and international investigations, the relevant research fills an important gap in the literature.

1. INTRODUCTION

Even though years pass, places, environments and disciplines change, two basic concepts that organizations will always talk about, apart from financial expectations, are sustainability and reputation. Both are variables that cause concern and require institutional practices for continuous change and development in the name of precaution. Strong reputation, as well as sustainability, are among the most important components in gaining a permanent place in the life course of organizations. On the other hand, the relationships between two such strong concepts and the extent to which they influence each other have recently aroused curiosity among researchers

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and the results have been striking. In this context, the majority of studies consider sustainability as an antecedent of organizational reputation (OR), in other words, organizations are successful in terms of reputation if they are socially and environmentally sustainable (Gomez-Trujillo et al., 2019).

When the desire for sustainability begins in organizations, it is seen that this desire is supported by basic goals and practices such as adopting green policies, protecting nature, focusing on economic, social and environmental responsibility activities, and focusing on savings-oriented efficiency. It is expected that the steps taken towards the common future will be realized with a conscientious responsibility that does not reduce meeting needs of the future while meeting needs of today. Instilling these desires and impulses in organizations, creating a common goal and maintaining it effectively is possible with successful leaders. In this context, sustainable leadership (SL) requires superior talent in harmoniously bringing together resources that help the sustainable development of the organization, implementing socially responsible activities and using socially responsible enterprise methods (Çayak & Çetin, 2018), which depends on the leader's strong environmental networks while determining the right policies. Essentially, effective leadership qualities in managerial, economic, cultural and social fields are expected from a sustainable leader. However, employees in the organization have a high perception of the sustainability practices within the organization and a high level of reputation perception are among the reasons that make their jobs easier and enjoyable for sustainable leaders. Ultimately, strengthened overall performance depends on the effectiveness of the leader's performance and harmonious collaborative interactions with employees (Šimanskienė & Župerkienė, 2014; Jahanshahi & Brem, 2017).

Moreover, organizational pride (OP) concept has long attracted attention of both practitioners and field scholars due to its importance as a vital element for strategic assets of companies and success of businesses, a driver of positive business behavior, and a key differentiator in competition (Durrah et al., 2019). OP strengthens the belief that the organization is evaluated positively in society and requires individuals to contribute positively to success of it in order to gain respect (Durmaz & Arda, 2021). OP can also be seen as an expression of admiration for the employer. An individual may exhibit a general sense of pride based on a vague appreciation of an organization's values or characteristics, but a more comprehensive understanding of OP can be achieved by investigating specific organizational attributes or behaviors of which the individual may be proud.

From a positive psychology perspective, when the positive powers that individual have in business life come together, as in positive psychological capital, they lead to more positive resources and more positive business results provided by these resources (Fredrickson, 2001). When individuals have positive emotions about their jobs and employers, they can take action faster in the face of

different situations and challenges, in other words, their capacity to think about the answers that they actually need increases, the quality of their thoughts and reactions increases, and their range of thoughts expands (Narcıkara, 2017). Looking from the perspective of positive organizational behavior, this study addresses the multiple relationships between the variables of SL, green psychological climate (GPC), OR and OP, so that this relationship spiral becomes stronger holistically.

When viewed from the perspective of the health sector, it is seen that the health sector is a critical field of work that concerns human life. The slightest mistake can cost human life, and therefore work in the healthcare sector is of critical importance. Elements such as loyalty, trust and pride felt by healthcare professionals, who take care of individuals and are internal customers of health institutions, to the relevant institution help patients prefer that institution and therefore strengthen the reputation of the organization (Korkmazer & Saydan, 2018, Baskındağlı & Altındağ, 2022). In hospitals, managers come before other employees in terms of responsibility. They need to work hard to ensure that hospital budgets remain balanced. The complexity and management of hospital budgets make it difficult for managers to cope with only individual management skills. In other words, in addition to the individual management skills of managers, they also have many different features and ability to inspire employees, motivate them, etc. In a sense, this can be considered leadership. It can be said that leaders who have the determination and determination to carry their employees beyond the current institution's vision and mission are those who have leadership qualities in this regard (Korkutan et al., 2021). Therefore, perceived leadership behaviors in the healthcare sector are reflected in the good management of that institution, the level of perception of the institution by others, and employee behavior. Moreover, considering the complex structure of the health sector and the social, economic and environmental impacts created by health institutions, it is inevitable that all health-related sustainability initiatives target all three dimensions. Efforts towards sustainable health services are also improvements that have an impact on efficiency (Tamer, 2018). As a matter of fact, as a result of their research, Mikail and Çora (2020) recommend that businesses in the health sector provide more work-related support to their employees. Managers working in these organizations should take care to provide a certain flexibility in strict rules and procedures and to have an equal and consistent attitude towards all employees. It should create an environment where employees can easily talk to their managers about work-related issues. Additionally, the workload on employees should be redefined. Management should state its expectations from its employees in a clear and concise manner and prevent employees from experiencing uncertainty about their jobs. It should be ensured that employees clearly know the level of performance expected from them. If these conditions are not fulfilled, there may be disruptions in the service provided and the quality of

service will decrease. In this context, psychological organizational climate is a structure that emerges as a result of the evaluation of employees by comparing what should be with what should be and can give positive or negative results (Arslan, 2004). The results of the study on climate, which has significant effects on health sector employees with its outcomes such as organizational responsibility, reward, sincerity and performance, have also shown that it has positive effects on employees, and if it has a value below the average, it will cause job dissatisfaction in the organization, absenteeism, intention to quit. It can also cause major disruptions such as an increase in organizational commitment and a decrease in organizational commitment (Gün & Söyük, 2017, Ofuokwu et al., 2024).

Additionally, when national and international literature is examined, no study addressing the spiral has yet been found. In addition to explaining the relationships, knowing the mediating role and power of OR in the effect of SL and GPC on OP will help employers determine the precautions they need to take and new practices to add, as they will serve as an example for employers burdened with environmental concerns in seeing themselves through the eyes of their employees. In this context, it is estimated that this study fills an important literature gap.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Sustainable Leadership (SL)

Which of the leadership styles is better for organizations is a constantly debated issue. However, the view accepted by management scientists is that the organizational environment, the structure of management and tasks, conditions and the characteristics of the leader determine the leadership style (Arsovski, 2023; Arsovski et al., 2023; Farah, 2023). A successful manager is a person who can apply different leadership types according to the needs and conditions of the organization (Tengilimoğlu, 2005). In addition, today's leader is far-sighted, open to change, brings changes and innovations to the business, creates commitment to the business in his subordinates, motivates them to use their potential in the best way, is a source of inspiration and supports his subordinates to put forward new ideas, aims at solving problems rationally and manages carefully by focusing on the individual characteristics of the employees (Çakınberk & Demirel, 2010).

Although the characteristics expected from a leader are those explained above in general terms, as of the 21st century, concerns about the future have increased and the concept of SL, which prioritizes long-term sustainability, has emerged. SL is a leadership approach that changes and develops in accordance with changing conditions, and where resources are used efficiently and not wasted (Soukainen & Fonsen, 2017). In other words, SL refers to a collective responsibility that aims not to consume resources unnecessarily and not to harm society (Çetin &

Baş, 2021). This leadership approach is change-oriented, but the past is not ignored for change; the past is taken into consideration in future planning as cultural traditions, local knowledge and collective memory are considered as a strong source of learning and development (Hargreaves, 2007). Moreover, in organizational practices, the environment, society and economy are brought into balance and social entrepreneurship methods are used (Avery & Bergsteiner, 2010; Silalaiy et al., 2018).

SL is an interdisciplinary understanding, systematic and emotional intelligence, a caring attitude, a strong vision that makes a difference, value orientation that shapes the culture, volunteering to be innovative and radical, a long-term perspective and a style that creates trust (Çiçeklioğlu, 2023). Moreover, it is a process that creates an educational framework by considering organizational diversity and ensures the sharing, dissemination and learning of various socially based ideas by giving importance to them (Hargreaves & Fink, 2003). Therefore, instead of avoiding conflicts, sustainable leaders choose to manage conflicts and see differences as richness, diversity and opportunity and take advantage of these differences to solve problems (Ferdig, 2007). A sustainable leader is a person who separates sustainability views from his own interests and prioritizes personal ethics in his behavior (Yangil & Başpınar, 2021).

According to İrge and Özkan (2019), SL is based on continuity and aims to lead groups in a managerial sense. It is a concept in which the sense of responsibility is experienced intensely. Institutions need sustainable leaders to achieve their goals. Leaders who gather groups around a compelling idea to realize long-term plans must also have sustainable plans. In today's conditions, where sustainability has become a corporate value, individuals leading the institution need to improve themselves in this direction and continue their education in this sense. The main goal of institutions that are open to continuous improvement is to ensure their sustainability. Sustainability simultaneously brings development to the institution.

2.2. Green Psychological Climate (GPC)

Psychological climate (PC) has been the focus of attention among management academics for a shorter time than organizational climate (Kataria et al., 2013). Most likely, this is because, with the transition to technology and information society, individual and social change and in the competitive environment, organizations change their management approach from business-oriented to more people-oriented (Kaygısız, 2010). The second half of the twentieth century added the feature of "cognitive revolution" to the science of psychology (Güler & Taşlıyan, 2022). Its most important feature is that human cognition mediates the effects of environmental stimuli on human responses. The most salient component in this perspective is the psychological meaningfulness that each individual has about the environment (James et al., 2008).

Climate refers to the signals created by organizational expectations and behaviors in shaping the behaviors of individuals. For the individual, climate is the cognitive interpretation of organizational functioning (Scott & Bruce, 1994). Psychological climate theorists have indicated that individuals primarily react not to the environment but to cognitive representations of the environment (Baykal, 2019). According to Hunter et al. (2007), organizational climate increases employees' intrinsic motivation. A supportive organizational climate is considered an important side of corporate policies is that they guide employees to freely use their latent talents (Waheed et al., 2019).

Innovative organizational climate includes socio-environmental context factors such as paying close attention to employees, a pleasant work environment, open communication within the organization, the emotional and functional support provided by managers within the organization to their employees, the willingness of employees to use their creativity, and sharing of ideas and responsibilities (Ghosh, 2015). The term "innovative" is also used in the literature for GPC (Baykal, 2019). In fact, according to Chen et al. (2010), the main environmental factor encourages employees to exchange information. However, organizational policies that contribute to the environment gain meaning to the extent that they can direct employee behavior in the organization. Because the policies developed by the organization at the strategic level can add value to the organization to the extent that they are reflected in the decisions and practices at the tactical and technical level. In other words, to implement environmentally friendly organizational policies, environmentally friendly businesses and environmentally friendly employee behaviors are needed (Erbaşı, 2021). In this context, individual climate perspective in organizations creates the psychological climate. Whether or not environmentally friendly behaviors in organizations are welcomed from the employee perspective is revealed by interpreting the level of GPC.

2.3. Organizational Reputation (OR)

The identity that an organization chooses to be and expresses itself as, the image that shows how the organization is perceived from the outside, and the organization's values, beliefs, goals, strategies and experiences all constitute its reputation. According to Fombrun (1996), OR is the perceptual representation of past actions and future images that form the general image of an organization compared to its competitors for its entire target audience. Factors such as accessibility to information, global liberalization, product excess, media-mania, and advertising pollution show that reputation is a strategic asset today and institutions must manage it (Akmehmet, 2006). On the other hand, two groups of factors affect the organization's capacity to create value from its reputation: on the one hand, the organization's strategy, and on the other hand, corporate practices in the areas of identity shaping and image creation. In addition to strategic factors, image, identity and brand studies include practices that protect the interests of all stakeholders. Additionally, organizations can keep their reputation dynamic by being consistent, transparent, having high leadership skills, being aware of the importance of employee behavior, providing quality products/services, having high communication skills, having sustainable profitability and being socially responsible.

The attitudes of external stakeholders towards an institution are significantly affected by the behavior of employees in that institution. According to Dowling (1994), considering the communicative roles that employees have in creating a corporate image, they need to create a consistent and positive image for stakeholders. The corporate image from the perspective of employees is affected by that institution's vision, culture, formal policies and internal and external marketing communication activities. The image in the eyes of external stakeholders can be shaped by the feedback employees provide while communicating with customers (Akmehmet, 2006). If we were to elaborate on the role, that employees play on OR, we can say the following. Just as we can measure the behavior of a market towards a particular institution, we can also determine the attitudes of employees towards the institution. A positive attitude will knowingly or unknowingly contributes to increase reputation of that institution among all stakeholders, including its current and potential customers. On the other hand, if the attitude of the employees is negative, this situation will be transmitted to the customers and the advertising campaigns will be largely in vain (Nakra, 2000). In addition, employees do not enter the organization only to meet their physical needs; they also want to meet their psychological needs such as respect, pride and status. OR is expected to be at a level that meets the psychological needs of employees, which is proof that the organization is healthy (Tutar, 2010).

As can be understood from the above explanations, reputation consists of two elements: reality and perception (Ak & Demir, 2022). Perception is about how the business is perceived through the eyes of stakeholders and reflects the external view of the organization's thoughts and vision. Reality is the truth about the organization's systems, practices, performance, methods and policies, that is, its current position now (Karaköse, 2007).

2.4. Organizational Pride (OP)

Pride is a conceptual entitlement associated with the individual's own success and the successful outcome of the influence of other factors taking an active role in his/her environment. It is worth investigating the antecedents and results in individual and organizational dimensions, especially due to the position that affects and is affected in business life. In fact, foremost internal stakeholder in organizations (in other words, human resources) has a great role in its reflections on behavioral performance. Perceiving the institutional situation positively (cognitive), having a positive mood

accompanied by different emotions (emotional) and feeling proud of the institution in displaying positive behaviors (behavioral) as a result of their experiences are an important psychological weapon for an organization. OP is also characterized as organization's with employee's self-concept and one of positive emotion-based attitude based on individual's organizational success (Kraemer et al., 2020). Therefore, employees who are proud of their organization are expected to make sacrifices and perform their work voluntarily (Hart & Matsuba, 2007). OP constitutes one of the most intense emotions in terms of admiration, importance and value towards the organization, depending on the status evaluations made by the employee (Arnold et al., 2009; Ercan et al., 2019).

2.5. The Relationships between SL, GPC, OR and OP

Today's leaders should create healthy environments that motivate employees, support the reinforcement of their creativity and commitment, and where people can be proud of their work and brag about their achievements. In this way, they bring values such as respect, trust, pride and reliability to their subordinates (Çakınberk & Demirel, 2010). Loyalty to the leader also creates positive outcomes for organization's members to integrate with values of the organization and to be proud of this membership (Eren & Titizoğlu, 2014). An effective management team that demonstrates excellent leadership, closely follows market developments and makes good use of opportunities will positively affect OR. Management quality is an important reputation component for both stakeholders and employees (Alnıaçık et al., 2010).

According to Khan et al., (2019), the interaction of employees with organization's social environment and discussions about practices and policies shape PC. In this context, GPC is an employee's perception of the organization's pro-environmental policies, processes and practices that reflect green values (Dumont et al., 2017). The point to be noted here is that GPC studies are aimed at the perceptions of employees. In this context, GPC is not intended to measure the behavior of employees, but to measure the perception of green practices in the working environment. From this view, the concept of GPC can be defined as employees' individual perceptions about how environmentally friendly organizational environment is (Erbaşı, 2021). Innovative behavior of employees in organizations seems essential for competitive advantage and sustainability (George & Zhou, 2001), and in this context, the main goal of sustainable leaders is the continuity of their employees' environmentally innovative and protective work.

GPC can be created by organizational decisions and actions for environmental sustainability through employees' perceptions and comments. GPC of employees plays a crucial role in creating voluntary environmental behaviors. Therefore, organizations need to take the necessary steps to maintain the positive GPC of employees. Positive impressions and comments regarding the organization's environmental initiatives will result in employees engaging in more voluntary environmental behavior (Das et al., 2019). In other words, a positive employee GPC perception will enable them to exhibit more environmentally friendly green organizational behaviors (Erbaşı, 2021).

With the creation of a positive psychological climate perception, it will be possible for employees to feel more energetic, strong and vigorous while doing their work, to be proud of their work, to feel enthusiastic about their work, to be inspired by their work, to concentrate on their work while working and to feel happy even when working intensely, and as a result, their performance will increase. In order to create a positive psychological climate perception, it is necessary to make the employees feel that the work they do is important for the organization, the managers see the employees as an essential piece of the organization and appreciate employees+ contributions, the job roles and responsibilities are clearly defined, the organizational resources necessary for achieving the business goals are provided, the work is taken care of. It can be suggested to make it attractive and to create an environment where employees can express themselves in their work (Güler & Taşlıyan, 2022). It defines that the person attaches importance to his work, is proud of his work, works enthusiastically, is inspired by his work, is dedicated to his work and has a high psychological climate perception of that organization (Baykal, 2019).

Indeed, the current era is shaped based on the protection of the future and requires an understanding in the context of sustainable environment, economy and society. It imposes responsibilities on those concerned based on leaving a better and more prosperous livable world to future generations. Another share that is willing to share the burden carried on their shoulders by their business practices built with the said belief and ethical values belongs to the institutions and their leaders. Because of sustainable success, prime tasks of the leader in creating sustainable competitive advantage is to manage the relations between economy, society and environment correctly. In this context, the need and importance to be given to this leadership style, which implements its activities by considering the benefit in every economic, social and environmental context, is more important than ever in transferring from one leader to the next. Under the supervision of such a leader, it is foreseen that employees will be more sensitive to environmentally friendly policies, processes and values in reaching the final big picture, and will be in line with their leader in both their behaviors and activities. Also, the cognitive, emotional and behavioral experiences of an employee who is proud of his institution for any reason put him in a position to defend his institution. In this direction, SL, GPC and OP are interrelated concepts.

In the study conducted by Kaplan and Norton (2005), non-visible assets, which are defined as important factors in establishing a relationship with the business's environment, are defined with relational assets. In this view, relational asset is the value of the relationship that business creates with the institutions around it (Aydemir,

2008). Relational entity refers to the relationship between the business and the institutions around it. From the relational asset perspective, OR is a business asset creating the relationship between the business and its environment and adds value to the relationship (Kaplan & Norton, 2005). While visible resources are easy to obtain, assets that create difference and competitive advantage for businesses are those that are not visible. In this sense, invisible assets are a business resource or competence (Hall, 1993). Invisible assets of businesses are important competitive tools that increase the overall performance of businesses. Invisible assets of businesses are assets that cannot be easily bought and sold, such as leadership style, management style, contracts, trade secrets, patents and the like, and that make a difference to businesses in industrial competition (Petrick et al., 1999). The most important element of sustainable competition or strategic competition is the effective use of organizations' existing assets (Mathew, 2006). In this sense, OR is foremost asset of businesses and creates a competitive advantage for organizations over their competitors (Hall, 1992).

In the doctoral thesis conducted by Dinçel (2012), the relationships between OR (as organizational prestige) and OP, emotional commitment and organizational citizenship behavior are examined and analyzed. In the study, which was brought to the literature by Gündüz-Çekmecelioğlu and Dinçel (2014), the effects of employees' perceptions of OR on OP (as knowledge), commitment and job satisfaction are analyzed.

OR is total of characteristics that stakeholders attribute to that institution, depending on the corporate image they perceive and interpret over time, and the actual behavior of the institution; it is the totality of perceptions formed over time towards an institution in society (Fombrun & Shanley, 1990); it covers the general estimations of employees, customers, suppliers, distributors, competitors and the public about the institution (Dörtok, 2004); it can also be defined as the collective idea of stakeholders towards an organization (Nakra, 2000). OR is "*a collective representation of a business's past activities and outputs that describe its ability to deliver desired outputs for all its stakeholders*" (Fombrun et al., 2000). The increase in OR for businesses means increased competitiveness, which is directly related to the increase in the dependence of business stakeholders on the business. According to the Harris-Fombrun Reputation Coefficient Model and the reputation measurement and valuation models developed by Cravens et al. (2003) the main components that can be considered in the measurement of OR and providing sustainable competitiveness in the business axis are: products and services, innovation, working environment, management approach, vision and leadership, financial performance.

At the point of protection and development of OP, this study aims to delve into socio-psychological depths with the holistic dimensions of the concept, with the foundations of social identity, social exchange, expectation, protection of resources, equality and emotional events theories and reputation variable. For instance, resource conservation approach puts forward that people seek for obtaining and maintaining important resources (Durmaz & Arda, 2021). Accordingly, individuals try to promote and protect OP, which they see as a valuable resource, by supporting the organization (Kraemer et al., 2020). Social exchange approach points out employees' behaviors towards the organization are highly affected by reciprocal behavior relationship between organization and individual (Mas-Machuca et al., 2016). Within the framework of this study, with reflections of SL behavior, employees will also welcome, adopt and even integrate environmentally friendly practices into their daily life. According to Emotional Events Theory, stable work environment characteristics, such as job design or leadership style, influence the occurrence of specific stimulus objects in the form of work events. Experiencing such events causes positive or negative work emotions to emerge. The typical job attitude considered in the theory is overall job satisfaction, which is based on the result of comparing the actual and expected work environment (Gouthier & Rhein, 2011). With satisfaction, the climate in which employees breathe, the emotions reflected in their behavior, and ultimately the sustainability and indirectly OR will be positively affected. Finally, the concept of OP is also explained by social identity theory, which suggests that individuals define themselves in terms of the social groups to which they belong (Oo et al., 2018). According to social identity theory, individuals' identity derives in part from their social identity, or the knowledge of one's membership in any social group and importance attached to that membership, along with the values and emotionality of the individual's self-concept (De Roeck et al., 2016). Employees with their social identities show the situations and events they feel and experience to those around them as a representation of their organization.

In light of the above explanations, two basic hypotheses were created in this study:

First; *H1. SL, GPC, OR and OP are significantly related to each other.*

Latter; *H2. OR has a mediating role in the effect of SL and GPC on OP.*

3. METHODOLOGY

3.1. Design, Sample, and Settings

Data were collected by using survey method with a quantitative design in this research. Taking a sample of hospital employees in a single region, data were collected from 361 participants as well. Purposive sampling was preferred. All data collected during face-to-face interviews were included in the study. Analyzes were made with the Amos Program, and the main purpose of Structural Equation Modeling (SEM), which was created thanks to Amos, is to verify the structure of the scales with data and to test the set of relationships between one or more independent variables and one or more

dependent variables. Therefore, AMOS is a very practical statistical program that offers a graphical interface for SEM analyses.

3.2. Assessment of Measurement Model

The survey form design in this research included demographic questions and scale expressions regarding the research variables. It used four standardized scales: the 10-items were developed by Dalati et al. (2017) Sustainable Leadership (SL) Scale and adapted to Turkish by Zorlu and Korkmaz (2020), the 5-items were developed by Norton et al. (2014), revised by Norton et al. (2017)'s Green Psychological Climate (GPC) Scale and adapted into Turkish by Erbaşı (2021), the 3-items were developed by Cable and Turban (2003)'s Organizational Pride (OP) Scale and available in Turkish by Gündüz Çekmecelioğlu and Dinçel (2014) and finally the 19-items Organizational Reputation (OR) Management Scale, developed by Fombrun et al. (2000) and whose Turkish form was obtained from the study of Gül and Avcı (2018). The last scale in question consists of 19 statements and 6 sub-dimensions: "attractiveness", "product and service", "financial performance", "leadership and vision", "working conditions" and "social responsibility". All of the scale expressions in the entire survey form range from 1: Strongly agree to 5: Strongly Disagree. Reliability and validity analyzes of the scales used in the research were also conducted. According to the validity analysis results, while SL, GPC and OP are one-dimensional, OR is six-dimensional like the original.

According to Dalati et al. (2017), SL: *"involves ethical, social, and responsible business aspects, stakeholders value orientation, corporate responsibility and etc. The idea of a sustainable leadership strategy related to the development of organisation competencies that can help to create better value for stakeholders"*. It had a Cronbach's alpha of 0.93 (Dalati et al., 2017), 0.95 (Zorlu & Korkmaz, 2020) and in this research, Cronbach's alpha was 0.96.

According to Norton et al. (2014), GPC: *"captures employee perceptions regarding the organisational attributes and behavioural norms within a company that pertain to environmental sustainability"*. It had a Cronbach's alpha of 0.93 (Norton et al., 2017), 0.87 (Erbaşı, 2021) and in this research, Cronbach's alpha was 0.87, as well.

According to Cable and Turban (2003), OP: *"is the emotion that employees expect when belonging to a group and is influenced by reputation"*. It had a Cronbach's alpha of 0.96 (Cable and Turban, 2003), 0.92 (Gündüz Çekmecelioğlu and Dinçel, 2014) and in this research, Cronbach's alpha was 0.93.

According to Fombrun et al. (2000), OR: *"calibrates a firm's relative standing internally with employees and externally with its other stakeholders, in its competitive and institutional environments"*. It had a Cronbach's alpha of 0.84 (Fombrun et al., 2000), 0.96 (Gül and Avcı, 2018) and in this research, Cronbach's alpha was 0.96.

Confirmatory Factor Analysis (CFA) was performed on the 10 items of SL scale, five items of GPC scale, and three items of OP scale. It was determined that all items were related to the unidimensional scale structure. Additionally, two improvements have been made to the SL model (e1-e2, e8-e9). Finally, CFA was performed on the 19 items of OR scale and it was determined that they were related to the 19 items and 6-dimensional scale structure. It is shown in the table 1 that the values accepted for fit indices in fit index calculations are provided at the limit points. Additionally, an improvement has been made to the model (e8-e9).

In addition, when the correlations between variables are examined in all scales included in the study, it is seen that the factor loadings of the items are above 0.40 and all correlation relationships are significant (p <0.05). Various sources were taken as basis in the entire study for recommended values (Meydan & Şeşen, 2015; Simon et al., 2010; Dehon et al., 2005; Hooper et al., 2008; Shevlin et al., 2000; Schermelleh-Engel et al., 2003).

Table 1. Model results for the first level single-factor confirmatory factor analysis of the SL, GPC, OP and OR.

Factors	Items	Factor Loads	Std. Error	t	p
F1: SL χ^2/df=2.765 RMSEA=.070 GFI=.807 AGFI=.888 CFI= .997 SRMR=.059	SL1	0.836	-	-	-
	SL2	0.885	0.063	7.156	***
	SL3	0.949	0.068	6.808	***
	SL4	0.922	0.062	5.915	***
	SL5	0.896	0.072	7.513	***
	SL6	0.868	0.069	10.036	***
	SL7	0.917	0.064	8.684	***
	SL8	0.934	0.072	9.224	***
	SL9	0.936	0.072	8.911	***
	SL10	0.940	0.074	7.888	***
F1: GPC χ^2/df=3.182 RMSEA=.078 GFI=.960,AGFI=.879 CFI=.866,SRMR=.052	GPC1	0.546	-	-	-
	GPC2	0.853	0.031	7.621	***
	GPC3	0.932	0.018	5.958	***
	GPC4	0.917	0.019	7.283	***
	GPC5	0.660	0.053	9.442	***
F1: OP	OP1	0.954	-	-	-
	OP2	0.902	0.052	16.425	***
	OP3	0.863	0.044	22.739	***
F1:OR1: Attractiveness	OR1	0.922	-	-	-
	OR2	0.661	0.028	36.258	***
	OR3	0.961	0.027	39.230	***

	OR4	0.951	-	-	-
F2: OR2: Services	OR5	0.895	0.022	41.924	***
	OR6	0.937	0.019	52.496	***
	OR7	0.901	0.027	32.903	***
F3: OR3: Financial Performance	OR8	0.841	-	-	-
	OR9	0.867	0.031	30.942	***
	OR10	0.923	0.040	27.506	***
F4: OR4: Leadership & Vision	OR11	0.943	-	-	-
	OR12	0.932	0.014	68.898	***
	OR13	0.854	0.020	47.294	***
F5: OR5: Work Environment	OR14	0.952	-	-	-
	OR15	0.913	0.022	43.297	***
	OR16	0.903	0.026	34.759	***
F6:OR6:Social Responsibility;χ2/df=3.735,RMSEA=.087,GFI=.866,AGFI=.794,CFI=.799,SRMR=.018	OR17	0.958	-	-	-
	OR18	0.959	0.018	48.311	***
	OR19	0.967	0.023	44.897	***

*p<0.05

3.3. Analysis of Data

Before starting analyses, normality analysis was performed. Within the scope of the relevant analysis, it was determined that the data conformed to normal distribution as the kurtosis and skewness values of the scales were between -3 and +3, the Kolmogorov-Smirnov Test values were significant and the Q-Q Plot test results met the assumptions of the data being distributed on or near the 45-degree line (Shao, 2002; Gürbüz & Şahin, 2016; Chan, 2003). The table 2 containing the details of the normality analysis is below.

Table 2. Normality Analysis Data

Scales	Skewness	Kurtosis	Kolmogorov-Smirnov Test Statistics	Sig.
SL	1,625	2,467	,170	,000
GPC	1,397	2,560	,173	,000
OR	1,510	2,281	,157	,000
OP	1,625	2,467	,214	,000

SL: Sustainable Leadership; GPC: Green Psychological Climate; OR: Organizational Reputation; OP: Organizational Pride.

In the study, frequency, normality, validity and reliability, correlation, simple and hierarchical regression analyzes were performed, respectively. Additionally, SPSS 24.00 (for frequency, normality and correlation) and AMOS Structural Equation Modeling Programs (for normality verification, confirmatory factor analyzes of the scales used, reliability analysis, regression-mediation analyses) were benefitted from analyzing the data.

4. RESULTS

4.1. Demographic Profile of the Participants

Because of the frequency analysis conducted to reveal the demographic characteristics of the participants, most of the participants were women (57.9%), generation Y (67.3%), married (72.9%), bachelor degree (40.2%), and in business for 11-15 years (32.1%) and their current job position is medical officer (22.4%). The table 3 containing the details of the frequency analysis is below.

Table 3. Information on Demographic Characteristics of Healthcare Professionals

Demographic Characteristics		Frequency	Rate (%)
Gender	Man	152	42,1
	Woman	209	57,9
Marital Status	Married	263	72,9
	Single	98	27,1
Generation	X (1961-1980)	87	24,1
	Y (1981-1995)	243	67,3
	Z (1996-2012)	31	8,6
Eğitim Düzeyi	Primary School	8	2,2
	High School	78	21,6
	Associate Degree	121	33,5
	Bachelor Degree	145	40,2
	Graduate	9	2,5
Position	Medical Officer	81	22,4
	Nurse	28	7,8
	Midwife	4	1,1
	Medical Technician	22	6,1
	Medical Secretary	16	4,4
	Permanent Employee	10	2,8
	IT Officer	1	,3
	Manager	2	,6
	Servant	48	13,3
	Clining Worker	2	,6
	Laboratory Technician	7	1,9
	Radiology Technician	4	1,1
	Data preparation	76	21,1
	Purchasing Officer	1	,3
	Officer	1	,3
	Quality Director	1	,3
	Billing Service Employee	3	,8
	Accounting Staff	5	1,4
	X-ray Technician	6	1,4
	Chef	2	,6
	Support Services Employee	1	,3
	Office Staff	4	1,1
	Doctor	3	,8
	Security Officer	18	5
	Driver	2	,6
	Other	14	3,9
Total Working Life	<1 year	11	3
	1-5 years	63	17,5
	6-10 years	84	23,3
	11-15 years	116	32,1
	≥16 years	87	24,1
Total		**361**	**100**

4.2. Correlations between the Key Variables

Because of the correlation analysis performed to reveal the relationships between variables, the following results were obtained, taking into account the Pearson Coefficient, and they are shown in Table 4. Thus, it can be said that H1 is supported.

Table 4. Correlation between the key variables

Variables	Mean	SD	1	2	3
1. SL	1,84	,88	1		
2. GPC	1,99	,78	,647**	1	
3. OR	2,19	,83	,646**	,690**	1
4. OP	1,76	,96	,587**	,663**	,769**

SL: Sustainable Leadership; GPC: Green Psychological Climate; OR: Organizational Reputation; OP: Organizational Pride.
** Correlation is significant at the 0.001 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

4.2. Effect Estimates and Structural Model

A model was created to test whether the OR variable has a mediating role in the effect of SL on OP. Before examining the mediating role in the created model, it was examined whether the independent variable had an effect on the dependent variable. As a result, it was seen that SL had a statistically significant effect on OP in the absence of a mediator ($\beta=0.587$, $p<0.05$) (Table 5 and 6).

While the effect of the independent variable on the dependent variable was significant, it was examined whether it had a mediating role in this effect. According to the results of the model, the fact that the values in the 95% confidence interval do not include zero indicates that it has a mediating role in the model (0.350, 0.595). After it was decided that there was a mediating role, it was checked whether the direct effect was significant or not to decide the type of this mediating role. As a result, it was concluded that the direct effect was significant, but the value of the effect coefficient decreased ($\beta=0.143$, $p<0.05$) and it was decided that the mediator was a partial mediator (Figure 1). It is seen that the goodness of fit values of the model are at an acceptable level (Table 6).

Table 5. Effect Estimates

Structural Paths	B	SE	β	t	p
Step 1					
SL → OP	.639	.047	.587	13.741	***
SL → OR	.605	.038	.646	16.071	***
GPC → OP	.815	.049	.663	16.802	***
GPC → OR	.729	.040	.690	18.103	***
Step 2					
OR → OP	.895	.039	.769	22.819	***
Step 3					
a. SL → OR → OP	.014	.050	.143	8.118	***
b. GPC → OR → OP	.035	.113	.292	3.229	***

A model was created to test whether the OR variable has a mediating role in the effect of GPC on OP. Before examining the mediating role in the created model, it was examined whether the independent variable had an effect on the dependent variable. As a result, it was seen that

GPC had a statistically significant effect on OP in the absence of a mediator ($\beta=0.663$, $p<0.05$).

Table 6. Results regarding the mediating role model of OR in the effect of SL on OP (Step 3a)

Effect (Without Intermediary)	β	Std. Error	t	p	Result
SL → OP	0.587	0.047	13.741	***	Accept
Direct Effect (With Intermediary)	**β**	**Std. Error**	**t**	**p**	**Result**
SL → OR → OP	0.143	0.050	2.913	***	Accept
Indirect Effect (With Intermediary)	**β**		**Confidence Range (c.r.)**		
SL → OR → OP	0.469		(0.350, 0.595)		Significant (there is mediation)

Fit Indexes:
χ2/df: 4.564, RMSEA: 0.089, GFI: 0.801, AGFI: 0.821, CFI: 0.867, SRMR: 0.058

*p<0.05

While the effect of the independent variable on the dependent variable was significant, it was examined whether it had a mediating role in this effect. According to the results of the model, the fact that the values in the 95% confidence interval do not include zero shows that it has a mediating role in the model (0.295, 0.598). After it was decided that there was a mediating role, it was checked whether the direct effect was significant or not to decide the type of this mediating role. As a result, it was concluded that the direct effect was significant, but the value of the effect coefficient decreased ($\beta=0.292$, $p<0.05$) and it was decided that the mediator was a partial mediator (Figure 1). It is seen that the goodness of fit values of the model are at an acceptable level (Table 7).

Table 7. Results regarding the mediating role model of OR in the effect of GPC on OP (Step 3b)

Effect (Without Intermediary)	β	Std. Error	t	p	Result
GPC → OP	0.663	0.049	16.802	***	Accept
Direct Effect (With Intermediary)	**β**	**Std. Error**	**t**	**p**	**Result**
GPC → OR → OP	0.292	0.113	4.712	***	Accept
Indirect Effect (With Intermediary)	**β**		**Confidence Range (c.r.)**		
GPC → OR → OP	0.436		(0.295, 0.598)		Significant (there is mediation)

Fit Indexes:
χ2/df: 4.887, RMSEA: 0.099, GFI: 0.914, AGFI: 0.821, CFI: 0.865, SRMR: 0.057
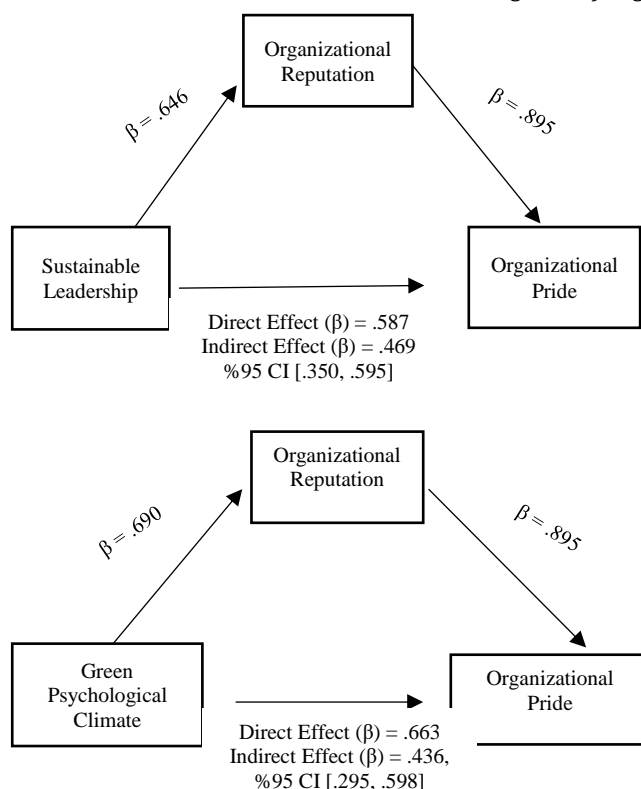
*p<0.05

Figure 1. Finalized Model of the Research

5. DISCUSSION

In the findings of the research, it was determined that organizational reputation affects organizational pride at a very high rate. Again, in a study conducted by Helm (2011), it was seen that OR increases OP. These findings also confirm social identity theory. According to the theory, people tend to adopt the characteristics of the social group they are a member of and define themselves with the characteristics of that group. For this reason, a strong perceived OR will lead employees to identify themselves with institution, of which they are members, meet their self-esteem needs and strengthen their sense of self, allowing people to talk about their institutions with pride (Gündüz Çekmecelioğlu & Dinçel, 2014).

The H1 hypothesis created in the study was to prove the existence of relationships between research variables. In fact, the findings showed that the spiral of relationships between key variables is quite strong. Although there are no studies in the literature investigating the direct and indirect effects between the variables in question, the results of Gouthier and Rhein's (2011) study, which describes the positive effects of OP on employee behavior, are parallel to this study. Lourenço et al. (2014)'s article on the reputation value of sustainability leadership is a pioneering study that tried to understand the relationships between reputation and SL perception and contains similar aspects to this study.

The H2 hypothesis created in the study was created to prove the mediating effect of OR on the effect of SL and GPC on OP. In line with the accepted conclusion, OR interferes with the effect of SL and GPC on OP by creating a domino effect. A sustainable leader will gain OR, which will make him feel proud. Similarly, an environmentally friendly working environment in the organization will strengthen OR and will affect the overall OP along with the employees. Baron and Kenny (1986)'s three-stage hierarchical regression model was preferred for the mediation model. Additionally, Berdida and Grande (2023) inspired the general design of the study.

6. CONCLUSION

OR, which is increasingly being examined in business management and marketing research, is one of the sources that provide competitive advantage for businesses (Greyser, 1999; Dolphin, 2004). OR is an intangible, invisible resource that adds value to the business, is rare, cannot be imitated by others, and cannot be replaced by anything else (Hall, 1993; Roberts & Dowling, 2002).

Leaders are people who contribute to the development of corporate culture and facilitate the adoption of mechanisms, it is important to be proactive rather than reactive to preserve corporate value and reputation. Restoring OR is among the most important issues that sustainable leaders should prioritize, while also taking into account possible opportunities that may arise (Fragouli, 2019).

For a more effective OR management, it is necessary to understand well what basic components that consist of OR are and their relative importance. The point that should be noted here is that the components that make up OR may be perceived at different levels of importance by different stakeholder groups (Alnıaçık et al., 2010). Reputation management efforts from the employee perspective are only possible if employees "live the brand" and employees are "brand ambassadors". Employee behaviors create images that characterize the organization in the eyes of external stakeholders. As organizations increasingly understand, how important listeners their employees are in terms of OR management, they have to include their employees in organizational communication activities in order for conveying same message to all stakeholders (Gotsi & Wilson, 2001).

Institutions that have begun to feel the importance of employee support have made efforts to identify their employees with their institutions and develop their loyalty by using communication methods. If employees are informed about the products, brands and main goals of the institution, it will cause firstly the customers they encounter every day and then other social stakeholders to have a more positive perception about that institution (Dörtok, 2004).

In order for employees to achieve unity towards a single goal, they must first be informed about the institution, its goals, missions and objectives. In the work environment, employees should be provided with opportunities to use

their creativity, and managers should give employees the chance to take responsibility time after time. Nothing can contribute more to OR than employees who are happy and proud of the institution they work for (Akmehmet, 2006).

On the other hand, organizational climate provides a suitable psychological environment for employees' job and life satisfaction. An organizational climate that meets people's sense of recognition and appreciation positively affects their success motivation and contributes to their high performance. A healthy organizational structure expresses the general well-being of the organization in terms of physical and psychological (organizational climate, organizational culture). Employees do not only enter the organization to meet their physical needs, they also want to meet their psychological needs such as dignity, pride and status. OR is an organizational health condition that meets the psychological needs of employees.

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