

IMPACT OF GREEN MANAGEMENT ON ENVIRONMENTAL PROTECTION BEHAVIOUR

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Abstract: *Apparently, changing individuals' perspective and behavior can make a valuable contribution in the fight against resource depletion, climate change and its negative impacts on society that increasingly become topic of interest. Therefore, applying green management in connection with environmental protection behavior will promote the role of enterprises in environmental protection, which is the key solution to tackle environmental pressures currently. With the qualitative research method, the article focuses on an overview of studies to understand the influence of green management in promoting environmentally responsible behaviors of organizations. As a result, the orientation for further research will provide effective solutions in green management and environmental protection behaviour.*

• Keywords: green management, environmental protection behavior.

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Tóm tắt: Rõ ràng, việc thay đổi quan điểm và hành vi của mỗi cá nhân có thể đóng góp giá trị trong cuộc chiến chống cạn kiệt tài nguyên, biến đổi khí hậu và những tác động tiêu cực của nó đối với xã hội đang ngày càng trở thành chủ đề được quan tâm. Vì vậy, áp dụng quản lý xanh gắn với hành vi bảo vệ môi trường sẽ phát huy vai trò của doanh nghiệp trong bảo vệ môi trường, là giải pháp then chốt để giải quyết các áp lực môi trường hiện nay. Với phương pháp nghiên cứu định tính, bài viết tập trung tổng quan các nghiên cứu nhằm tìm hiểu ảnh hưởng của quản lý xanh trong việc thúc đẩy các hành vi có trách nhiệm với môi trường của các tổ chức. Từ đó, định hướng cho các nghiên cứu tiếp theo sẽ đưa ra các giải pháp hiệu quả trong quản lý xanh và hành vi bảo vệ môi trường.

• Từ khóa: quản lý xanh, hành vi bảo vệ môi trường.

1. Introduction

Currently, the environment with many challenges such as climate change and global warming has become one of the most difficult issues for every country because of its negative effects on the survival of people and all living species. In fact, Vietnam is no exception because this is the country

that is also suffering the terrible consequences of global climate change. Over the past years, in order to cope with increasing environmental degradation, Vietnam has issued a wide range of policies to promote sustainable development, typically the National Green Growth Strategy 2011-2020 and the Vision to 2050 has been approved by the Prime Minister in Decision 1393/QĐ-TTg. However, the discharge and environmental pollution have not been significantly improved. As of 2019, Vietnam had a total CO₂ emission from primary energy consumption of 285.9 million tons, accounting for 0.8% of the world's total CO₂ emissions and an average per capita emission level of 2.96 tons/person.

In reality, the total consumption of primary energy is only 0.7% of the world, but the scale of emissions accounts for 0.8% of the world. Statistically, the amount per capita of primary energy consumption is only 56.4% of the world but the per capita emissions make up 66.8% of the world. In addition, the growth rate of CO₂ emissions is very high, 20.6% in 2019 alone and 8.5%/year in the period 2008-2018, nearly 8 times higher than the growth rate of the world (Nguyen Canh Nam, 2020). Actually, the causes of these existing natural disasters can be attributed to rapid population growth, economic growth,

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overconsumption of natural resources and commercial activities. They are really of great concern to both businesses and governments. For businesses, certainly, the depletion of national resources by companies will not only detract from the ecological sustainability but also the financial sustainability of organizations (Hawken, Lovins & Lovins 1999). Hence, employee behavior towards the environment is recognized as one of the important factors for attaining environmental sustainability goals. In fact, organizations carry out environmental management through various green management activities such as human selection and performance appraisal.

Since awareness of environmental sustainability has increased in recent years, the concept of green management has emerged with the development of different institutions towards effective environmental management. Actually, there is a close connection between the environmental management system and the green management system of enterprises.

2. Literature review

2.1. Definition

It is green management that is regarded as the activities of creating environmentally friendly products and minimizing environmental impact through green production, green research and development, and green marketing (Peng & Lin, 2008). Nevertheless, the term does not refer to factors such as strategic integration or sustainability, so this definition does not capture the true meaning of green management. Although great efforts have been made by researchers to develop concepts and types of green management, a widely accepted definition of green management does not seem to be a priority. Apart from the fact that green management is a fairly new term, and the confusion surrounding the range of practices that actually make up green management, another obstacle in determining a solid definition for the term is that green management is often labeled with another name such as corporate environmentalism, environmental management or corporate sustainability.

In fact, green management is a type of environmentally conscious business management that focuses on voluntarily preventing or further

reducing pollution, waste and emissions. Through experimental examination of the literature with historical, practical and theoretical perspectives, Pane Haden et al. define green management as *“the organization-wide process of applying innovation to obtain sustainability, reduce waste, achieve social responsibility and competitive advantage through continuous learning and development and by a thorough understanding of environmental goals and strategies that are fully integrated with the organization’s goals and strategies.”*

After having a meticulous review of previous reviews and supplementary literature based on history, practice, and theory related to green governance, a number of recurring concepts have been identified. In reality, the repetition of similar concepts into three different perspectives reinforces the importance of their inclusion in the following definition of green management (Haden, Oyler, & Humphreys, 2009): *“Green management is the process of applying innovation in the organization to achieve sustainability, waste reduction, social responsibility and competitive advantage through continuous learning, development and embracing environmental goals and strategies fully integrated with the organization’s goals and strategies”*.

2.2. Roles of green management

Figure 1. Hart’s framework for green management

<p>Approach</p> <p>Prevent pollution</p> <p>Minimize waste and pollution from factory operation</p> <p>Reward: reduce cost and risks</p>	<p>Approach</p> <p>Clean technology</p> <p>Develop sustainable capabilities and breakthrough innovations</p> <p>Reward: innovation and repositioning</p>
<p>Approach</p> <p>Product management</p> <p>Increase accountability and transparency</p> <p>Reward: fame and legitimacy</p>	<p>Approach</p> <p>Sustainability vision</p> <p>Create a common process to meet unmet needs</p> <p>Reward: attaining growth trajectory</p>

Source: Hart 1996

In reality, green management of companies

must go beyond legal issues and involve conceptual practices and tools such as green manufacturing, green marketing, green design, and a combination of considerations about factor “green” into the organization’s long-term goals. Actually, it reveals a strategic framework that describes how enterprises can use green management practices to increase profits and promote the green sustainability of the company.

Using a natural resource-based perspective, enterprises are constrained and dependent on ecosystems. In other words, strategy and competitive advantage will likely be based on the qualities that enable eco-friendly economic activity. Therefore, the sustainable performance of the company has become the main target of business and academic studies. Following a three-factor approach, corporate sustainability is measured across three essential metrics: social, environmental and economic. Initially, economic performance is assessed by operational and financial indicators. This activity relates to the organization’s ability to reduce input prices, energy consumption, waste treatment and disposal. Financially, it is measured by market share, profitability, and return on investment (ROI). Undoubtedly, environmental performance is related to a business’s ability to conserve energy, reduce waste and reduce the use of hazardous inputs. In reality, social performance measures the extent to which an organization contributes to society in addition to economic benefits, so that the industry is able to make profits and its operations do not harm society.

Handoko realized that green management positively affects financial performance, market efficiency and social welfare. Specifically, green management positively affects operational and financial performance through reducing production costs, minimizing environmental damage, efficient energy consumption, waste minimization, and recycling adoption, saving raw materials and water consumption, and opening up potential opportunities for unrecognized green markets. Furthermore, green management helps to enhance the companies’ image and green technology, improve the strategy for the company’s competitiveness and increase the social and health benefits as well as positively affect economic efficiency of the economy.

In fact, green management is an activity that plays a critical role in implementing corporate social responsibility, raising awareness and green behavior of employees, and contributing to the realization of sustainable development goals. Researchers, policymakers and business administrators have been interested in green management for more than 10 years and consider it an initiative to explore green economic aspects of business. Currently, green HR initiatives have been considered as a strategy to promote business activities in a sustainable way. Particularly, green management promotes the implementation of environmentally friendly HR initiatives that lead to greater efficiency, lower costs, and increased employee engagement. As a result, helping businesses reduce their employees’ carbon footprint by electronic filing, car sharing, job sharing, teleconference and virtual interviews, recycling, remote power off, virtual training, building energy-saving office space, etc. Apparently, through green management, enterprises not only improve the level of environmental protection in terms of their output, such as: cost savings, pollution reduction, harm reduction and job security, thereby helping to improve the company’s environmental performance index (EP), and have great significance for the natural environment. (Sumittra Jirawuttinunt & Kunnika Limsuwan, 2019; Pham et al., 2018).

In addition, green management will affect the organizational citizenship behavior for the environment (OCEB) of employees, forming certain values and building an internal culture of enterprises (Pham et al., 2018). Actually, green management contributes to spreading the sense of green living and responsible living to each member of the business - active members of society to join hands to make the Earth become green. From being concerned about waste management, environmental pollution, limiting and overcoming their negative impacts, the business community contributes to spreading awareness of the use of natural resources to society in a more conscious and protective way, encouraging the use of environmentally friendly products. Consequently, enterprises that pursue an environmentally friendly management model will benefit more because they create satisfaction for employees and consumers.

Moreover, green management contributes to enhancing the competitiveness of enterprises, contributing to organization performance - OP, thereby helping to develop production and business activities of enterprises. Indeed, green management is of prime importance in achieving broader goals such as: (i) developing a green lifestyle and creating a new friendly, cost-effective environment due to greater efficiency in the use of energy, water and raw materials; (ii) acquiring and managing talent, helping retain employees and reduce labor turnover, stimulate employee innovation, helping employees achieve satisfaction to improve productivity; (iii) building brand image and reputation, creating positive public relations, increasing sales, gaining advantage over competitors and bringing competitive advantage to enterprises; (iv) increasing business opportunities for enterprises when some government agencies, commercial enterprises and non-profit organizations require that only enterprises that meet specific green standards be able to bid for contracts. Studies have also shown that environmental performance leads to business performance and stability (Russo, 1997; Wong et al., 2013). In fact, environmental standards that businesses care about will bring relative advantages and improve productivity for businesses (Siyambalapitiya et al., 2018). Undoubtedly, environmental improvement in businesses is important and is considered an aspect of operational efficiency because it helps to reduce environmental problems (Jabbour and Santos, 2008) and increase financial efficiency (Ramanathan, 2008).

2.3. Elements of green management

(a) Social Responsibility

Social responsibility is viewed as the moral and ethical obligation of every business group to work for the good of society. The problems of society should be considered as the concern of businesses and enterprises should contribute some useful solutions. Currently, the world is facing a number of problems such as deterioration of air, soil and water quality due to the mining behavior of the industrial sector in the past. Therefore, it is time for managers to choose green programs and plans to meet social needs. For instance, in 2015,

Shell Oil Development agreed to clean up large oil slicks in the Bodo community in the Niger Delta and indicate the scale of the problem. In fact, the cleanup is expected to cost around \$500 million and will take up to ten years to complete. In a rare success for such communities, Shell has also agreed to pay £55 million (\$84 million) to settle the Bodo community for the devastating effects of the oil spill. (Yomi, 2018).

(b) International Standard Norm

The International Organization for Standardization has issued a number of rules and regulations for member states to follow in order to reduce pollutant emissions. Moreover, International inspection body EMS14001 certification is provided to enhance compliance with environmental regulations, i.e., process innovation and environmental products, such as new specific types of green and clean products innovation technologies including new products and processes to avoid or reduce the environmental burden. Additionally, certificates awarded by ISO represent statements and comments about a company's dynamic performance. It can not be denied that such a certificate provides a basis and benefits for the company, in the long run, to stay afloat.

(c) Statutory Law

In reality, many laws are being revised by state management agencies to protect and prevent pollution of the natural environment. Such legislation is also associated with the protection of the interests of consumers and society. The revised laws have important implications for the company's strategy to adopt green management. To comply with the standards of government policy, the company must apply green management. In Nigeria, for example, it is important for business operators to be aware of NIGERIA's national environmental standards and regulation enforcement body (Nesrea) that defines the 2007 code as responsibility for regulations, permits and environmental compliance. Section 7 of this code indicates the provision of authority to ensure compliance with environmental laws, local and international, for sanitation and pollution prevention and control through monitoring and regulatory measures. In section 8, the Legislature

is empowered to review air and water quality regulations, emission restrictions, and control of hazardous substances and other forms of pollution and sanitation. Section 27 prohibits the release of hazardous substances into the environment without legal authority. This offense is punishable under this section with a fine not exceeding N1,000,000 (One Million Naira) and imprisonment for 5 years. In the case of a company, there will be an additional fine of N50,000 if the violation lasts every day.

(d) Growth and Opportunity

Companies that strive to become more environmentally friendly have conquered the needs of customers as well as society. Those who care more about the environment create another segment of the market to accommodate the growth of the company and to attract more market share. In reality, some companies have found a new source of revenue or, eventually, an entirely new product at the start of their sustainability efforts. Actually, choosing green management helps neutralize the pressure of environmental activists, moreover, some of them become promoters of business initiatives for their companies.

(e) Competition

One of the main factors promoting the application of green management for businesses is improving their competitiveness and the desire to maintain their competitive position in the market.

In reality, enterprises compete for a better brand and create an image in the eyes of society, helping businesses maintain sustainability. Furthermore, going green also helps manage risks more effectively, penetrate new markets, use resources more efficiently and improve competitive position. Indeed, green management brings advantages in the competitive arena for enterprises.

Apparently, green organizations are the one that managers want to possess and any potential employer would love to be associated with such managers to learn and add value to their profile (Pandey, Viswanathan & Kamboj, 2016). This implies that organizations that practice green management have a competitive advantage over others in terms of having competent employees. In reality, a larger number of candidates increases

the chances of an employer getting more desirable employees. In fact, many green companies today boast low turnover rates compared to their unsustainable counterparts (Sharma, 2016). From this point of view, employee retention can be achieved through green management practices. As organizations suffer financial losses due to employee turnover, green management practices can be viewed as one of the effective solutions to the problem. Tiwal & Bangwal (2015) remind that organizations that are not aware of green concepts, green practices and policies can lose their talented employees or their creativity to companies that have adopted this system.

Actually, companies that adopt green practices often build their image as an environmentally friendly company and offer socially responsible incentives. Indeed, the practice of green management leads to the development of sustainability because it focuses on conserving natural resources, while minimizing waste. Hence, there exists a very close correlation between Corporate Social Responsibility (CSR), Green Human Resource Management (GHRM) and environmental sustainability (Chowdhury, Sanju, & Asaduzzaman, 2017). Through green management, organizations can not only aim to provide complete goods and services, but also contribute to protecting the planet from environmental degradation. This is also part of corporate social responsibility. Sharma (2013) suggests that corporations that emphasize corporate social responsibility often have an easier experience dealing with politicians and government regulators. In contrast, enterprises that identify a reckless disregard for social responsibility tend to find their own way against various claims. In general, different stakeholders find it preferable to work with or affiliated with socially responsible organizations.

3. Research methodology

The research utilizes the qualitative research method including the comparative approach and integrated approach method through synthesizing academic material on virtual platform and academic documents under hard copies form. It also generalizes and builds a complete theoretical framework on the influence of green governance on environmental protection behavior in universities in

particular and employees in enterprises in different fields in general.

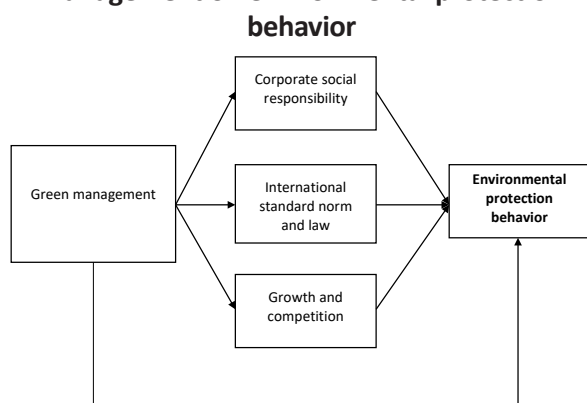
4. Research results

Through the process of reviewing research materials that the author has access to, the authors found that in the study, there are still many gaps related to the application of green management in universities, including the following:

Initially, there are a number of scientists in several countries around the world who have studied on green management in enterprises in different industries. Nevertheless, in Vietnam, there are very few studies on green management in enterprises, especially in universities or educational field. Specifically, there has not been a thesis or a research work assessing the actual level of the influence of green management on environmental protection behavior at universities.

What's more? Research works on green management in Vietnam currently only stop at providing concepts and determining the role of green management. In fact, there is no work that identifies an overall view of the theoretical basis of green management, assessing the impact of green management on the economy, as well as on enterprises.

Figure 2: Model related to the impact of green management on environmental protection behavior



Source: Suggested by author

From the above research gaps, the author has determined the research direction as follows: (1) The author has based on the theory of green management 2) The author evaluates the current situation of the application of the green management system, and builds a model to assess the influence

of green management on the environmental protection behavior of teachers at universities in Hanoi; (3) Based on the research results, the author has proposed solutions and recommendations to promote the application of the innovation system in universities in Hanoi.

5. Conclusion and future research orientation

There is no doubt that green management is an important direction of international economic and social development. In reality, green management practices of enterprises are decisive factors for implementing green development. Research results depict that green management awareness and capacity positively affect environmental protection behavior of enterprises. Undoubtedly, companies should invest in technology, apply efficient processes, and establish policies that enable the delivery of products at competitive prices that satisfy people's needs and deliver a high quality of life, while simultaneously gradually reducing environmental impact and resource consumption over its lifetime to a level which is at least equivalent to the estimated carrying capacity of the earth. Hence, the challenge to attain a society in which environmental sustainability - where people can turn to nature and live a healthy life - remains strong now and in the future.

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