

What stops businesses from adopting green management practices? A qualitative study from the Turkish manufacturing sector

İşletmeleri yeşil yönetim uygulamalarını benimsemekten alıkoyan nedir? Türk imalat sektöründe nitel bir araştırma

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Abstract

Being green has many benefits both for national economies and organisations. According to the literature, green management impacts various performance indicators and strengthens the competitive power of firms in the manufacturing industry. Considering that the manufacturing sector is highly likely to harm the environment, it is important to note why firms do not have green management practices. This study aims to understand the most common reasons hindering green management practices in the Turkish manufacturing industry. According to a thematic analysis based on the responses of 76 interviewees, five main themes as (1) financial inadequacy, (2) insufficient infrastructure, (3) lack of awareness, (4) lack of experience, and (5) resistance have been identified as the main reasons for not to implement green management practices. Another finding of the study suggests that the most crucial contribution of green management to businesses in the manufacturing industry is the long-term reduction of costs.

Keywords: Green Management, Sustainability, Manufacturing Sector

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Öz

Yeşil yönetimin hem ulusal ekonomiler hem de kuruluşlar için birçok faydası bulunmaktadır. Literatüre göre yeşil yönetimin çeşitli performans göstergeleri üzerinde etkisi vardır ve imalat sanayindeki firmaların rekabet gücünü desteklemektedir. İmalat sektörünün çevreye zarar verme olasılığının yüksek olduğu düşünüldüğünde, firmaların bu sektörde neden yeşil yönetim uygulamalarına sahip olmadıkları önemli bir konudur. Bu çalışmanın amacı, Türk imalat sanayinde yeşil yönetim uygulamalarını engelleyen en yaygın nedenleri anlamaktır. Görüşülen 76 kişinin yanıtlarına dayanan tematik bir analize göre, (1) finansal yetersizlik (2) yetersiz altyapı (3) farkındalık eksikliği (4) deneyim eksikliği ve (5) direnç olmak üzere beş ana tema yeşil yönetim uygulamalarının hayata geçirilmemesinin temel nedenleri olarak belirlenmiştir. Ayrıca, çalışmanın bir diğer bulgusu, yeşil yönetimin imalat sanayindeki işletmelere en önemli katkısının maliyetlerin uzun vadede azaltılması olduğunu göstermektedir.

Anahtar Kelimeler: Yeşil Yönetim, Sürdürülebilirlik, İmalat Sektörü

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Introduction

Sustainable development is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs by the World Commission on Economic Development (WCED, 1987). In today's business world, where natural resources are on the verge of extinction, competition conditions are getting heavier daily, and environmental-related issues are gaining importance. While businesses in developing countries try to be innovative and strategic, they focus on producing unique products. Another responsibility is to achieve organisational goals by keeping costs low and using their resources efficiently. The need for environmental awareness and green management evolves from various wrongdoings that have transpired over time (Haden, Oyler & Humphreys, 2009). Due to rapid worldwide industrialisation that has led to the destruction of the environment in recent years, industrial wastes have severely damaged and polluted our environment and caused ozone depletion, the greenhouse effect, and Antarctic icebergs melt (Wu, Cheng & Huang, 2010). As a result of these adverse outcomes, the green management approach has emerged as an important issue for businesses. The core idea of green management is to protect the natural environment and employ production and operational technologies that minimise their environmental impact (Peng & Lin, 2008). The green management process starts with awareness and is shaped by the visions of business managers and owners, like all strategic decisions. Managers are confronted with environmental issues in their decisions, not only to take into account ethics and social values that companies should promote but also to ensure sustainable economic success (Molina-Azorín, Claver-Cortés, López-Gamero & Tarí, 2009). Based on the studies about the relationship between green management on firm performance or financial indicators of businesses (Venus, 2011; Christmann, 2000; Wu et al., 2010; Sharma, Chandna, & Bhardwaj, 2017; Lee, 2009; Taylor, 1992), it can be said that the green management approach has long-term effects on the processes. In developed countries, firms most likely grow when they have accumulated enough resources and market share for their existing businesses (Sharma, 2000). On the contrary, in developing countries, being green may bring some problems, especially financial issues. Institutions differ considerably across countries, especially between developed and emerging economies, regarding being officially green. While formal institutions are relatively well established in developed countries, emerging economies often lack stable factor markets and credible legal frameworks (Peng, 2003), which stops them from being green. Another noteworthy point about the issue of sustainability, which is a tool of green management, is the business sector. Businesses in some strategic industries, like manufacturing, must take more responsibility for environmental matters than other businesses. Integrating environmental concerns into management practices has become increasingly important for firms to gain competitive advantage (Venus, 2011). However, some businesses may be reluctant for various reasons.

Studies on the relationship between green management and some variables in the Turkish manufacturing sector have become widespread in recent years. Özutku and Öztürkler (2009) examined the determinants of human resource practices in the Turkish manufacturing sector. The authors identified linkages between six major HR activities. Sezen and Çankaya (2013) analysed the effects of green manufacturing and eco-innovation on sustainability performance and found that green manufacturing applications significantly positively impact environmental performance and social performance. Burki and Dahlstrom (2017) examined the mediating effects of green innovations on interfirm cooperation. An empirical analysis of 181 ISO 14001 Turkish manufacturing firms found that top management commitment positively affects customer cooperation, process innovation and managerial innovation. Moreover, green process innovation mediates the positive association between top management commitment and customer cooperation, whereas green managerial innovation does not. Bıçakçioğlu (2018) analysed the green business strategies of Turkish manufacturing exporters. The study's results reveal two internal and four external stimulating forces that encourage companies to implement green business operations, also classified under six functional themes. Kara and Edinsel (2023) analysed the mediating role of green product innovation (GPI) between green human resources management (GHRM) and green supply chain management (GSCM) in automotive sector companies in Turkey. According to the study's findings, the GHRM of automotive companies operating in Turkey significantly affects GSCM. In addition, GPI (has a full mediating role in the relationship between GHRM and GSCM. Yıldız, Avunduk and Erdiaw-Kwasie (2023) analysed the circular economy in the Turkish manufacturing sector and the impact of green manufacturing and innovation on this relationship. According to the findings, it can be argued that there has been a U-shaped relationship between CE innovations and firm-level employment over time. As a result, circular economy and green manufacturing applications lead to lower-cost products in the long run, contribute to ensuring sustainability in economic, environmental, and social dimensions, and are most likely to have an employment-increasing effect of meeting the increase in demand for green products.

As a developing country, adopting and being green for businesses in Turkey is vital. Identifying and eliminating the reasons that prevent businesses from implementing green management will have an impact both at the organisational level and at the level of the country's economic development in terms of the spread and promotion of being green in Turkey.

Considering that the manufacturing sector has a high probability of harming the environment (Rehman, Seth & Shrivastava, 2016; Saleem, Zhang-Zhang, Gopinath & Malik, 2021; Aftab & Veneziani, 2024), it is an essential issue why firms do not have green management practices at this sector. So, in this study, 76 volunteer firms from the manufacturing sector with no green management practices were examined in detail, and inferences were made regarding Turkey's future sustainability.

At the time of the research, no such study was conducted to understand why firms did not implement green management practices in the manufacturing sector in Turkey. For this reason, the study is unique and makes significant contributions to the literature regarding its results.

Literature review

Environmental sustainability and the concept of green management approach

In the last century, issues such as global warming, climate change, extinction of some species, inefficiency and decreased capacity have revealed the importance of environmental sustainability for countries. The thought that the resources were unlimited in the world until the 1970s, the wrong policies caused environmental pollution and some irreversible environmental damage. From this date to the present, the fact that environmental problems are universal and cannot be eliminated by individual temporary solutions has been accepted, and the process, which started with the Stockholm Conference (1972) worldwide, has been continued successfully. Improvement in green management practices under the pursuit of proactive top management commitment as a learned and stable pattern of collective activities helps improve operational efficiency and overall business performance (Yam, Guan, Pun, & Tang, 2004). This is because sensitivity towards environmental issues has started to show itself in many fields in terms of consumers' product preferences. Accordingly, conscious consumers prefer products produced with processes without harming the environment. Environmental groups, consumers, employers who want to work within the environmental ethics and responsibilities framework, legal regulations and media pressure businesses to be aware of their environmental responsibilities (Önel, 2021). So, many firms are making strides to develop even more eco-friendly (Muduli, Govindan, Barve, Kannan & Geng, 2013; Mangla, Kumar, Barua, 2015), especially in the manufacturing sector.

Green management is an environmentally conscious business management that concentrates on the voluntary prevention or continuing decrease of pollution, waste, and emissions (Raut, Luthra, Narkhede, Mangla, Gardas & Priyadarshinee, 2019). Respect for green in the business culture, sustainability responsibility towards all stakeholders, accepting the business as a living unit and sharing the obligation to protect the continuation of the generations like all living things constitute the basis of the green management approach. In the green management approach, green management activities are the responsibility of all stakeholders and leaders. The green economy requires committed leaders to implement strategies, policies and programs that can lead to environmentally sustainable practices in their organisations and society and simultaneously pursue economic prosperity (Edwards, Elliott & Iszatt-White, 2013; Metcalf & Benn, 2013).

There are many studies all around the world about the positive and negative effects of green activities but mainly the financial measures are researched (Molina Azorín et al., 2009; Telle, 2006; Dixon-Fowler, Slater, Johnson, Ellstrand & Romi, 2013; Ambec & Lanoie, 2008; Heras-Saizarbitoria, Molina-Azorín, Dick, 2011; Nawrocka & Parker, 2009; King & Lenox, 2001). Furthermore, studies on green management approaches in the manufacturing sector mainly varies according to sustainability issues (Rajput & Datta, 2020; Yu, Zhang, Cao & Kazancoglu, 2021; Ullah, Khan & Ahmad, 2022; Saxena & Shrivastava, 2022; Maruthi & Rashmi, 2015), regions or countries (Digalwar, Mundra, Tagalpallewar & Sunnapwar, 2017; Luthra, Garg & Haleem, 2013; Sheng, Chen, Yuan, Tang, Yuan, Chen, ... & Liu, 2023; Hegedić, Gudlin & Štefanić, 2018; Sundram, Bahrain, Othman & Munir, 2017) or performance indicators (Seth, Rehman, & Shrivastava, 2018; Rashid & Alam, 2020; Seth, Shrivastava & Shrivastava, 2016).

Advantages of greening for businesses

Economic empowerment; businesses must meet their daily needs, grow by investing and increase their firm values to be competitive (Poyraz, 2013). Under these brutal competitive conditions, businesses have to be preferable. Nowadays, many factors affect the product preferences of consumers/customers. However, in general, it is seen that the green management approach has started to take place as a determining factor in product preferences, especially for the conscious consumer/customer profile.

Green management practices can take place in a wide range of operational processes. This ranges from environmentally friendly purchasing to an integrated supply chain that includes suppliers, producers, and customers, as well as recycling and re-production (Husaini, Pirzada & Saiful, 2020). Therefore, green products produced with green procedures are highly demanded by conscious consumers/customers, and with this group's help, high sales can be achieved as a notable economic power for businesses.

Gaining competitive advantage; all businesses in global economies continue under heavy competition, as emphasised before. So, businesses should shape their strategies aiming to strengthen their competitiveness. More importantly, under such challenging circumstances, what is less clear is the nature of managerial processes whereby organisations can translate their environmental resources into enhanced performance (Asiaei, Bontis, Alizadeh & Yaghoubi, 2022). A green business management approach admitted by the managers is an outstanding competitive power for businesses with the support of other stakeholders like customers/consumers and external environmental factors such as non-governmental organisations, governments and laws.

Using natural resources more effectively; for several decades, research, strategic, social and structural activities have been carried out, the primary purpose of which is to answer the bothering question – how, in a strongly developing economy and industry, to minimise the negative impact of humans on the environment (mainly when this development is based on energy supplies) (Klimecka- Tatar, Ingaldi & Obrecht, 2021). At this point, green management ensures the effective use of the enterprises' natural resources by preventing wrong and wasteful practices. In this way, it creates a positive corporate image while fulfilling its environmental responsibility. In this regard, it should be noted that all businesses have been under perceptible pressure in the last century. In response to these pressures in the twenty-first century, organisations have implicitly or explicitly acknowledged and addressed environmental responsibilities (Paulet, Holland & Morgan, 2021). Some factors force businesses to be environmentally conscious. These are individual, institutional, and legal pressures (Çavuş & Tancı, 2013).

Individual pressure resources are people who have the power to put pressure on businesses regarding environmental sustainability. e.g. consumers, employees, etc.

Corporate pressure resources are legal entities that have the power to put pressure on businesses to increase corporate responsibility awareness. For example, non-governmental organisations etc.

Legal pressure resources; refers to the various regulations businesses must comply with while continuing their activities. Businesses that do not comply with mandatory regulations on green management activities may face significant sanctions or even be closed.

Contributing to the formation of new technologies to develop green management methods; applying new technologies that are sensitive to environmental problems by reducing emissions, and using resources to respect nature has become necessary for businesses. In this context, developing various managerial and strategic innovative approaches will lead businesses to success. Introducing various innovations, especially in the manufacturing and distribution processes, is a considerable step toward achieving sustainable environmental responsibilities. Managerial innovation may stimulate the adoption and implementation of green management to achieve cost-efficiency goals (Zhou, Shu, Jiang & Gao, 2019). Also, strategic innovations will support businesses in gaining new methods that will contribute to green management practices. The more businesses plan innovations for green management approaches; the faster progress will be made in emerging new green technologies. The point is that good environmental behaviour is more of a motivator than a barrier to business development (Zou, Farnoosh & McNamara, 2021).

Strengthening links between local authorities and businesses; a company's environmental protection mission requires multidisciplinary teamwork. Determining job descriptions with the participation of stakeholders is essential for institutionalising green management practices (Kesen & Öselmiş, 2021). Regulations for environmental protection are generally followed and implemented by local authorities. Therefore, businesses must pay particular attention to green management issues to gain sympathy from both the public and local authorities. This situation eases public-industry cooperation, various incentives and conveniences. It also provides various managerial advantages for businesses. When environmental issues are ignored, unavoidable consequences arise. For this reason, it is one of the most critical responsibilities of businesses to eliminate the deficiencies determined as a result of the inspections of local authorities.

Raising awareness on environmental issues; due to technological developments and economic changes, industrialised or developing countries unconsciously consume natural resources for raw materials. Therefore, severe damage has occurred to the natural environment. The main reason for this

problem is the failure to adopt a management approach that prevents harm that may arise in using the environment (Türk & Kara, 2018). When businesses take action on environmental issues, this motivates other businesses to take action, which may turn into a social movement in time. High performance is one of the main goals of enterprises. For the achievement of higher operational performance in an organisation, a body of particular persons is established which keeps a sharp look on the market and business shifts, organisational goals, its activities, and its performance (Nguyet, Huyen, Oanh, Phuong, Hang & Uan, 2020). The fact that the managers involved in these operational processes of the businesses encourage green management practices and adapt them to the organisation will provide advantages such as earnings, loyalty, and growth, as well as essential awareness.

Key elements of the green management approach

Although green management is a strategic approach that can be adapted to all business functions, some functions may reveal more practical results in green practices, depending on the business's organisational structure and the industry. Mainly, green management practices consist of three key elements such as cooperation with supply chain partners (Cherrafi, Garza-Reyes, Kumar, Mishra, Ghobadian & Elfezazi, 2018); environmentally friendly operations (Liu, Zhu & Seuring, 2017); and internal management and support (e.g., internal efficiency demand) (Ma, Hou, Yin, Xin & Pan, 2018).

Green supply chain practices: Supply chain management is receiving inputs and materials, converting them into final products, and transmitting them to customers through a distribution system (Mirze, 2010). Therefore, the supply chain has a large group, from suppliers to marketing companies and intermediaries. A disruption in the chain reduces the efficiency of the entire system, and sometimes, the system's operation is interrupted.

A green supply chain combines product development and environmentally friendly product/service production strategies (Atrek & Özdağoğlu, 2014). It includes green design, manufacturing and operations, reverse logistics, and waste management (Srivastava, 2007).

Synthesising the findings of previous studies reveals a consensus that internal GSCM practices such as employee training, waste and toxic emission reductions, and eco-design management can be managed independently to reduce environmentally harmful practices within the organisation (Jell-Ojabor & Raha, 2022). Green supply chain practices ensure that environmentally friendly operations are carried out. It also supports increasing green management awareness by involving actors from all supply chain links. From the beginning of the product life cycle to the end, supply chain operations are carried out using environmentally friendly methods that provide significant positive feedback and advantages to businesses.

Green transportation, which is one of the operations in the green supply chain, can be defined as activities carried out with sustainable energy, at the right time, with the proper infrastructure and with low cost by eliminating the elements harming the environment in transportation activities (Gültaş & Yücel, 2015).

Green human resources practices; green HRM is where human resources policies and practices ensure the most efficient use of natural resources and encourage environmental management (Öncer, 2019). Green human resources practices complying with sustainability principles support the efficient use of natural resources. This system has to reflect green values, encourage green behaviours of employees aligned with these green values, ensure execution of the policies through HRM practices, and continuously update the Green HRM values, policies, and practices with the aid of green technological processes (Tanova & Bayighomog, 2022).

Green human resources practices are based on the principle that employees in a company are sensitive and respectful to the environment and adopt the green mission and vision specified in the business culture. Since employees with green values will not participate in organisations that are not sensitive to environmental sustainability, green sensitivity will inevitably be included in the business culture. First, the workforce must believe in solid and committed leadership and management effectiveness and the green and lean system in championing a firm's sustainability performance (Foo, Lee, Ooi, Tan, & Sohal, 2021). In this way, employees adopt green practices more efficiently, and they can report the problems in the system to the leader when they notice them. In addition, businesses can reward this green sensitivity. The prior related literature has thus suggested that green organisational behaviours, such as green human resource management, green leadership, and green and innovative employee behaviours, are essential in ecological and environmental sustainability (Farooq, Zhang, Talwar & Dhir, 2022).

Green production practices; the production function is significant, especially for the manufacturing sector, because manufacturing firms are reported as one of the industries that create waste and

pollution, which is harming life on earth (Zailani, Jeyaraman, Vengadasan & Premkumar, 2012). Generally, most businesses' highest resource consumption, waste, and losses occur during production. For this reason, more advantages can be obtained through green production practices. Using renewable energy resources, enhancing material recyclability, and reducing toxic dispersion are all eco-efficient practices while doing green business. The main pillars of green businesses are (Naumova-Mihajlovska, Petroska-Angelovska & Takovska, 2021):

- Reducing the use of materials,
- Reduction of energy consumption,
- Reduction of the release of toxic substances,
- Increasing recycling,
- Maximum use of renewable resources,
- Extension of product durability,
- Increasing the intensity of services.

Green production aims to reduce waste and unnecessary and high energy use at every production stage. In this context, recycling is one of the fundamental pillars of green production.

Green marketing practices: marketing is a process that includes awareness of the products produced by the consumer and their purchase and after-sales services. Marketing supports businesses to make a profit, survive, and compete. In the green marketing approach, this whole marketing process is carried out by considering the policies protecting nature.

Green marketing consists of four different steps. In the first step, also known as green targeting, green products are designed for environmentally friendly and sensitive consumers. Various green strategies are created and developed in the second step for sustainability. In the third step, the production of environmentally harmful products is reduced over time, and the production of green products is focused on as much as possible. In the fourth step, the business has reached green marketing awareness (Başaran Alagöz, 2007).

Objective of the study

The study aims to understand why companies do not implement green management practices in the Turkish manufacturing industry. Furthermore, it also aims to investigate the benefits of a green management approach for organisations regarding managers. So, our two research questions were determined as follows:

- 1- What is the most essential reason that stops you from implementing the green management approach?
- 2- What are the most essential advantages of green management for businesses in your sector?

In the study, in which data were collected through semi-structured interviews, the participants were asked to explain the answers to the above questions with their reasons. Participants were not manipulated.

Research methodology

Sample and data collection

A purposive sampling method was used in this study. To understand the reasons for not implementing green management, the managers of the businesses that do not have any green management practices in their companies were contacted by the manufacturing sector. Since Turkey has 81 cities, according to the 2023 data, it aimed to choose at least one firm operating in the manufacturing sector that does not have any green management practices from each city. However, from 5 cities (Batman, Şırnak, Muş, Ağrı, Hatay), as no firms became volunteers, the obtained data was collected from the top managers of 76 companies willing to participate in this research by semi-structured interview technique.

While determining the sample, the Chambers of Commerce were contacted on a regional basis, lists of companies registered with the chamber and their contact information were requested, and companies operating in the manufacturing sector were identified in each region. Randomly selected companies from these lists were contacted and asked whether they implement green management practices within their organisations. Interviews were conducted by requesting appointments from the managers of the companies that volunteered to participate in the research.

The interview is an appropriate and flexible qualitative data collection technique that collects specific information about the participants' experiences, beliefs, opinions, and behaviours (Ryan, Coughlan & Cronin, 2009). While preparing the semi-structured interview form, a detailed literature review was done, and two questions were determined to understand the reasons that stop firms from being green and the benefits of the green management approach. In order to test the suitability and intelligibility of the questions, one of the participants was tested on the questionnaire form.

According to the literature, credibility, transferability, confirmability, and reliability are other factors that determine the validity of qualitative research (Guba, 1981). Confirmation of the participants was used to understand the credibility of how the findings were related to reality. The research findings were shared with the participants, and they were asked whether the findings accurately reflected their honest thoughts. In order to demonstrate transferability in qualitative research, it is necessary to clearly state how the sample is selected, the characteristics of the participants, the research environment and the data collection period (Johnson, Adkins & Chauvin, 2020). Due to the aim of the study, a purposive sampling method was used, and interviews were conducted with the managers of companies with no green management implementations operating in the manufacturing sector. The participants were informed that their identities would be kept confidential, and the interviews were recorded using a voice recorder (except for 2 of the managers). In-depth interviews lasted between 15- 40 (average 27.5) minutes. In order to determine confirmability in a qualitative study, the presence of raw data such as field notes, audio recordings, the analysed data, the formation of the findings, and how the measurements were developed should be clearly stated (Lincoln & Guba, 1985).

The thematic content analysis technique was used to analyse the data obtained. This technique is a systematic technique in which a text or texts are grouped into small contents and summarised with coding based on specific criteria (Büyüköztürk, Kılıç Çakmak, Akgün, Karadeniz & Demirel, 2014). The data obtained in this study were deciphered and then analysed by open coding. Data coding was done by categorically entering the data into the Excel program. After open coding, each code was classified through axis coding. Finally, the themes were created by considering the common points of the categories and the content they are similar to, and the accuracy of the analysis was confirmed by expert opinions. In qualitative studies, the triangulation technique is mainly used to demonstrate reliability. Triangulation refers to using two or more data sources or data collection methods in the same research and comparing the results (Patton, 1999). In this study, green management practices in companies of different sizes and different cities were examined. Therefore, in this study, it can be considered that the four factors (credibility, transferability, confirmability and reliability) necessary to ensure the validity and reliability of qualitative studies are provided.

Findings and discussion

Thirteen top managers participating in our research are women (% 17), and 63 (%83) are men. The average age is approximately 53, and the average work experience is approximately 28 years. The data analysis for research question 1 resulted in 11 categories and five themes (see Table 1). Moreover, Table 2 shows the nine categories and four themes that emerged for research question 2.

Table 1: Codes, Categories and Themes (Question 1)

Codes	Categories	Themes
Machine Conversion Costs Production Line Conversion Costs Costs incurred due to the obsolescence of old machines	High Conversion Costs	Financial Inadequacy
Insufficient Credit from Banks The unwillingness of Shareholders/Business Owners to Contribute the Required Capital	Lack Of Capital	
Insufficient mechanical system infrastructure Insufficiency of Information Systems	Lack Of Technological Infrastructure	Insufficient Infrastructure
Suppliers' Lack of Green Infrastructure in Product Development Decisions Suppliers Lack of Green Infrastructure in Distribution and Logistics Networks	Lack Of Infrastructure Of Suppliers	
Employees' Lack of Knowledge of Information Technologies Needed for Green Management Lack of Employees' Knowledge of the Practices Needed for Green Management	Lack Of Qualified Employees	
Lack of Awareness of Line Managers Lack of Awareness of Mid-Level Managers Lack of Awareness of Senior Executives	Lack Of Awareness Of Managers	Lack Of Awareness
Lack of Awareness of Line Employees Lack of Awareness of Mid-Level Employees Lack of Awareness of Senior-Level Employees	Lack Of Awareness Of Employees	
Lack of Awareness of Internal Suppliers Lack of Awareness of External Suppliers	Lack Of Awareness Of Suppliers	
Lack of Experience of Line Managers Lack of Experience of Mid-Level Managers Lack of Experience of Senior Executives	Managers' Lack Of Experience	
Lack of Experience of Business Owners Shareholders' Lack of Experience	Company Owners' Lack Of Experience	Lack Of Experience
Employee Resistance to Change Managers' Resistance to Change Business Owners' Resistance to Change	Resistance To Change	Resistance

Table 2: Codes, Categories and Themes (Question 2)

Codes	Categories	Themes
Reduction of National Advertising Costs Reduction of International Advertising Costs	Reduction Of Advertising Costs	Reduction of Costs
Reduction in Direct Operating Costs Reduction in indirect Operating Costs	Reduction Of Operating Costs	
Reduction in Sales Costs Reduction in Logistics Costs	Reduction of Marketing Costs	
Reduction in Water Use Reduction in Air/Gas Usage	Decrease in Natural Resource Utilization	Decrease in Resource Utilisation
Decrease in the Use of Money and Securities Reduction in the Use of Materials/Instruments Reduction in Raw Material Utilization	Decrease in Business Resources Utilization	
Gaining Competitive Advantage Against Political Environment Actors Gaining Competitive Advantage Against Economic Environment Actors Gaining Competitive Advantage Against International Environment Actors	Providing Competitive Advantage Against External Business Environment Actors	
Gaining Competitive Advantage in Operating Processes Gaining Competitive Advantage in Corporate Policies	Providing Competitive Advantage Against Internal Business Environment Actors	Providing Competitive Advantage
Avoiding Pressure from Associations Avoiding Pressure from Foundations Avoiding Pressure from Professional Organisations	Avoiding Pressure Of Non-Governmental Organizations	Avoiding Pressure Of Interest Groups
Avoiding Pressure from Potential Green-Conscious Customers Avoiding Existing Green-Conscious Customer Pressures	Avoiding Pressure Of Green- Sensitive Customers	

Discussion about the reasons not to implement green management

For the first research question, we asked about the most critical factors that may prevent businesses from implementing green management practices. %28 of the managers answered this question as 'resist to change', which means the unwillingness can be unsuccessful. At the same time, %23 of the participants answered the question 'high implementation costs', %20 of the participants stated that 'insufficient infrastructure' is the main problem. %19 of the participants stated that 'lack of awareness' and %10 of the participants stated that 'lack of experience' are the biggest problems for the green management approach. Examples of the statements of some participants on the subject are as follows:

K23(Ankara): "Our employee group is over middle age. Since we prioritise experience through recruitment, we continue with middle-aged employees. This may cause the messages we want to give the employees about green management to face resistance. They often resist when they face something new. However, they are convinced only if they understand the importance of our organisation. Some are not convinced at all."

P9(Zonguldak): "To me, the biggest problem for green management practises, like many practices in our country, is unconsciousness. If managers and employees know their shortcomings and how important these environmental issues are, their perspective on the approach will change. Unfortunately, however, neither individuals nor institutions know how important green practices are for the world's future. They usually can't be visionary."

P5(Diyarbakır): "It does not seem possible for us to adapt the green approach to our operations at the moment. Because, as you know, it will be necessary to make innovations or new investments. As we are a new company in this sector, obtaining the necessary financial support for the initial investment costs is not easy. However, we continue to work in this direction. We will implement it in the future."

P54(Düzce): "The suppliers we work with do not understand the importance of green management practices. I can say there is no such awareness in the entire market. They are too attached to traditional methods and have no intention of improving themselves. However, I think we can start being green through green supply chain practices with the help of more conscious suppliers."

It is known that, as in every new approach, the green management approach also has uncertainties at the beginning. However, for a functional green management approach, some changes in the business processes, like infrastructure and technical investments, should be made, which may cause employees to resist. Also, the lack of training and experience are other main reasons for employee resistance. However, with the effect of global developments and trust in organisations, this unwillingness will tend to decrease over time.

Managers' efforts to provide financial support and eliminate infrastructure deficiencies are parallel to the importance they attach to being green and their awareness of the contributions of green management to businesses. In this context, their intrinsic motivation shapes their success in managing organisational processes. Most company managers who participated in the research stated that they have this intrinsic motivation and emphasised that inadequacies are solvable.

Discussion about the green management approach's advantages

According to the findings, %35 of the participants stated that the most crucial advantage of green management is the reduction of costs in the long term. %27 of the participants emphasise the decrease in resource utilisation while %23 of the participants answer this question as 'providing competitive advantage'. Moreover, %15 of the participants stated that the most crucial advantage of green management is avoiding pressure from interest groups. Some of the participants' statements regarding this situation are:

K18(Denizli): "Our most important problem in the sector is competition. For this reason, I think the biggest advantage of green management, especially for businesses in our sector, is a competitive advantage. The ratio of customers with green sensitivity has increased considerably. In addition, there is an extra sensitivity to this issue in the Aegean Region. As a consumer, I, myself also prefer sustainable products. Everyone should show the same sensitivity to this issue. Otherwise, businesses will always use costs as an excuse."

P21(İstanbul): "Although we have not succeeded yet, we have put much effort into incorporating green management practices into our organisation and are still working on it. Although it provides profitability, competitiveness, and a decrease in business costs, I think one of the most important advantages to emphasise is avoiding the pressures of interest groups. The efforts of these groups to create a negative image of the company directly affect demand and sales. Considering the impact of social media on consumers' decisions today, pressure groups should not be underestimated."

It is known that green management practices have significant advantages both for businesses and countries. So there is a wide range of studies emphasising the positive organisational contributions of green management on performance, productivity and profitability (Cheraffi et al., 2018; Aftab, Abid, Cucari & Savastano, 2023; Molina-Azorín et al., 2009; Rehman et al., 2016; Heras-Saizarbitoria et al., 2011; Rashid & Alam, 2020; Christmann, 2000; Jell-Ojobor & Raha, 2022; King & Lenox, 2001; Nguyet et al., 2020). In this context, the participants in our sample gave answers parallel to those of the literature studies.

Furthermore, it is noteworthy that cost advantage outweighs resource conservation and competitive advantage in the results. This can be attributed to firms' dependence on economic conditions in developing countries like Turkey. Since firms are highly affected by economic variables in developing countries, they may be unable to protect their existence. In this context, it can be said that issues that may affect cost may also affect the firm's sustainability.

Conclusions and recommendations

Climate and food crises and natural disasters are expected to be experienced very shortly, revealing the extent of the damage caused by people and organisations to the environment worldwide. Also, it is expected to worsen over time. The responsibility to fight against the depletion of natural resources is primarily the essential duty of manufacturing firms, which can harm the environment with their activities. It is a social responsibility that everyone should take seriously. Although these responsibilities are occasionally hindered due to economic and political concerns, especially in developing countries, considerable developments have been recorded recently with the support of governments, states and global interest groups working on sustainability.

The issue of green management has gained even greater importance with climate disasters, adverse effects on a global basis, and epidemics. So, businesses have begun to compare the advantages of being sensitive to environmental issues while making profits. In line with these conditions, the aims of the green management approach involve strengthening the enterprises economically, improving their competitiveness by increasing their eco-efficiency, ensuring more efficient use of natural resources, reducing the emission volume, supporting the development of technologies that will ensure the realisation of environmental protection and cleaner production, ensuring that environmental protection principles are adopted by all businesses, ensuring awareness of people and finally strengthening the connections between local authorities and businesses. (Aydeniz Ar & Tokol, 2010).

As the studies continue, some advantages, which can vary according to industries, are still being determined. However, it can be said that green management can provide higher profits for industries with high energy consumption. For example, regulations regarding the green management philosophy in the manufacturing sector can provide great awareness in the businesses' internal processes and environmental issues.

Many factors are critical to the success of a new product, and there is a high probability of product failure if these factors are not clearly defined (Einizadeh & Kasraei, 2021). Therefore, the senior management should adopt and announce the decision to implement green management practices.

According to the research results, economic inadequacies, unconsciousness and inexperience are the most critical problems for green management in the Turkish manufacturing sector. In addition, the long-term cost advantage is the most crucial advantage of being green for managers in the Turkish manufacturing sector. This is noteworthy since costs are one of the most critical parameters affecting the profitability and sustainability of businesses. Conservation of resources, providing competitive advantage to firms and protecting firms from the pressures of interest groups were also listed among the contributions of green management to businesses.

The results of the research are in line with other studies in the literature. Accordingly, it can be said that the enterprises operating in the manufacturing sector, especially in developing countries, do not have a prior plan and implementation experience by the business managers on green management issues, which is an essential obstacle for not implementing green management. In this context, the behaviour of the enterprise before becoming green and the pressures of interest groups are decisive (Yuliantini, Marlapa, Asih, Srihadi, Rohman & Soelton, 2023; Aftab et al., 2023; Aftab & Veneziani, 2024; Elshaer, Azazz & Fayyad, 2023; Shahzad, Qu, Rehman, Ding & Razzaq, 2023).

Also, existing research shows that, although green management can benefit an enterprise and improve the health of employees and local communities, the cost of green management should also be considered (Triguero, Moreno-Mondéjar & Davia, 2013). In some cases, high implementation costs may be unaffordable for some businesses. However, given their contribution to businesses and economies, green management implementation costs are acceptable in the long run.

Based on the results of the research, some suggestions have been developed for the realisation of green management practices for enterprises operating in the Turkish manufacturing sector:

- Various policies may be developed to solve financial inadequacies. Firms may be provided with credit facilities and payment facilities under favourable conditions. Various exemptions may be provided, and incentives and support may be given.
- Technical support may be provided to reduce machinery and installation conversion costs. Tax exemption may be provided.
- To overcome the lack of infrastructure, employees and suppliers may be given on-the-job training in line with the requirements of green practices.

- To overcome the lack of awareness, business owners and managers should emphasise the importance of being green in the business's mission and vision and align the business's values and culture with the objectives of green management.

- Since green management, like other strategic decisions, is an approach that everyone within the organisation should adopt, the support of all employees should be ensured to prevent resistance. For this purpose, managers at all levels should explain the importance of being green to employees, and the results and contributions to the business should be shared with all stakeholders in specific periods.

The government and businesses are responsible for green policies in light of current developments. However, the most significant issue here is that businesses in the manufacturing sector take action on green transformation and include being green in their plans. Otherwise, they will not be able to sustain their existence in the long term as they will not be sustainable.

Limitations and future scope

The most significant limitation of this study is that it is carried out only with 76 business managers operating in the manufacturing sector. If similar studies are conducted in the future with larger samples of companies from other sectors and other developing countries, more comparable results can be obtained.

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