

Investigating the effects of green management on the executive performance of the managers and staff of Shahrekord municipality

Farzaneh Asgari Pordanjani ^{1,*}, Dr. Zohreh Aghababaei Dehaghani ²

¹MA student of Department Management, Dehaghan Branch, Islamic Azad University, Isfahan, Iran

²Assistant professor of Department Management, Dehaghan Branch, Islamic Azad University, Isfahan, Iran

Abstract: Nowadays organizations can take their roles appropriately in case that they pay attention to their social responsibilities such as protecting the environment and prioritize it. In the present millennium, the definition of ethics is focused on the attention to the environment and on the other hand, the Green Management System results in the reduction of costs and a kind of wealth generation. The managers who pay attention to these issues, in addition to taking these advantages, pay attention to the health of the citizens. The objective of the present study is to investigate the effects of green management on the executive performance of the managers and staff of Shahrekord Municipality. The study was conducted using a descriptive-correlational method. The sample of the study includes 125 managers and staff of the municipality of Shahrekord selected using an overall sampling method. To do the present study, the researcher-made questionnaire of green management and the researcher made questionnaire of executive performance of municipality staff were used. The data analysis was conducted using descriptive and inferential method including correlation tests, variance analysis and other related tests using SPSS version 18 software program. The findings of the research indicated that there is a significant correlation between the dimensions of green management and the executive performance of the managers and staff of Shahrekord Municipality.

Key words: Green policies and management; Green management; Executive performance

1. Introduction

In the world of today and recent decades, social and environmental challenges have threatened organizations and the diversity of products and services and thousands of achievements have resulted in the issue so that organizations imagine themselves on the right path of development and success. But changes in the environmental factors such as the destruction of the environment, air pollution, the destruction of the ozone layer and, global warming are among the inauspicious gifts of the industrial view which gradually resulted in worries and threats, and has faced the leaders of organizations with a bitter truth of production, supply and consumption at the cost of the destruction of the Earth.

The increase in the types of pollutions and population growth as well as the quiddity of shaping the concept of sustainability and green consumers have greatly influenced factors such as pollution, population growth and wasting resources, industries such as automobile manufacturing industries and oil and chemical industries (Lavani, 2013). Regarding the fact that green organizations are capable of observing the world in its real and purposive form and do measures to improve the ecological traces of organizations and in a general state "global

environment". A green organization knows that displacement and transportation of products and services require the consumption of fossil fuels, minerals, water and other natural resources which in turn cause wasting natural capitals. A green organization is a conscious and aware member and participator in the society, region, industry and global environment. This organization is aware of the cultural, economic and environmental processes and future predictions about each of these domains and knows its own weakness and strength, and utilizes this awareness for preventive management of environmental hazards and risks (through providing responses for the reduction of threats and planning for investing on opportunities).

Therefore, the existence of these cases regarding the lack of adopting green management in the organizations of Chahar Mahal and Bakhtiari Province is necessary and conducting the research as such is felt more than ever. Green management is a rational and conscious view to activities and creates changes in by being institutionalized in executive systems. A lot of present environmental issues and challenges are due to the lack of proper management of using basic resources of the environment. Not using optimally from the basic resources of the environment including water, air, soil and environmental diversity as well as limited basic resources of the environment particularly water and energy on the one hand and the lack of culture of

* Corresponding Author.

consuming appropriately have caused threats for the environment. Based on the Article 190 of the Fifth Development Plan, all executive agencies, institutes, and public non-governmental institutions are required to reduce the state's cost credits according to the executive regulations (Lia, 2013).

In this regard, municipalities have the role of facilitators and implementing the green management system not only in executive agencies and public institutions, but among the people of the society has great importance. Since green management has a rational and intelligent view towards activities, green management should be institutionalized in executive systems, but the success and implementation of green management depend the great efforts of management and staff of executive systems.

The Resistive Economy approach and the legal duty according to the Article 190 of the Fifth Development Plan and the approval of the Council of Ministers are among the requirements of implementing the green management system. Green management is in line with the reduction of current costs of states and designing and establishing the saving system and green management are in this line. The green states refer to the state which has an intelligent view in its elements regarding consuming energy. Therefore, it should be said that the green system of management includes the management of consuming energy, water, raw materials and equipment, the reduction of wastes and recycling and investigating the effects of green management on the executive performance of the staff in Chahar Mahal and Bakhtiari Province regarding its geographical situation has a great importance.

The main objective of the present study is to investigate the implementation of green management and its executive performance in state organizations of Chahar Mahal and Bakhtiari Province.

Main objectives: to identify the effect of green management on the executive performance of the managers and staff of Shahrekord Municipality.

Secondary objectives: To determine the degree of the effects of the method of implementing the leadership of green management on the managers' and staff's executive performance in Shahrekord Municipality.

To determine the degree of the effects of the policies and strategies of green management on managers' and staff's executive performance in Shahrekord Municipality .

To determine the degree of the effects of organizational resources of green management managers' and staff's executive performance in Shahrekord Municipality.

To determine the degree of the effects of organizational shareholders of green management on managers' and staff's executive performance in Shahrekord Municipality .

To determine the degree of the effects of green management process on managers' and staff's executive performance in Shahrekord Municipality.

2. Research hypotheses

2.1. The main hypothesis:

Green management is effective on the executive performance of the managers and staff of Shahrekord Municipality.

2.2. Secondary hypotheses:

The method of implementing green leadership is effective on the executive performance of the managers and staff of Shahrekord Municipality.

The policies and strategies of green management are effective on the executive performance of the managers and staff of Shahrekord Municipality.

The organizational resources of green management are effective on the executive performance of the managers and staff of Shahrekord Municipality.

The organizational shareholders of green management are effective on the executive performance of the managers and staff of Shahrekord Municipality.

The green management process is effective on the executive performance of the managers and staff of Shahrekord Municipality.

3. Research scope

Regarding the issue that the studied subject is among the important issue in organizational behaviors, the present study is to investigate the effects of green management on the executive performance of state agencies in Shahrekord Municipality in Chahar Mahal and Bakhtiari Province. The present study has been conducted in Shahrekord Municipality in Chahar Mahal and Bakhtiari Province. This research was conducted from 22/3/2014 to 22/9/2014 in Shahrekord Municipality in Chahar Mahal and Bakhtiari Province.

4. Research method

The method employed in the present study is descriptive in terms of strategy, survey in terms of conducting, applied in terms of aim and field in terms of data collection. The population of the study consists of managers and staff of Shahrekord Municipality in in Chahar Mahal and Bakhtiari Province, which according to the research, they are 125 individuals (the population consists of 125 according to the official website of the organization).

Measurement instruments of the present study include two questionnaires:

1. The questionnaire of evaluating performance of the staff and the organization (containing 16 items).
2. The researcher made questionnaire of green management, which has three questions regarding gender, education level and years of

service in the first section; and in the second section, 20 questions are presented which respectively questions 1 to 4 are related to the first hypothesis, questions 5 to 8 related to the second hypothesis, questions 9 to 12 related to the third hypothesis, questions 13 to 16 related to the fourth hypothesis and the questions 17 to 20 related to the fifth hypothesis. According to the obtained results, 54 percent of the participants were male, in terms of education, 53 percent of the participants held BA and about 55 percent of them had 11 years of service or more.

5. Research question

How is the degree of familiarity with green management among the staff of Shahrekord Municipality?

Table 1: The degree of familiarity with green management in Shahrekord Municipality

Range	Frequency	Percentage frequency
Very low	6	0.5
Low	12	9.9
Moderate	37	30.6
High	55	45.5
Very high	10	8.3

Regarding the above table, the highest frequency of obtained scores in the present study about the degree of the familiarity of the staff working in Shahrekord Municipality with green management is ranked in the high level.

Research hypothesis:

In the main hypothesis of the research, by investigating the effects of green management on the executive performance of state agencies, the following results were obtained.

Table 2: The matrix of Pearson correlation among the variables

Research variables	Correlation	Significance	Is it significant?
Executive performance Green management	0.758	0.000	Yes

Regarding table 2, it is observed that there is a significant and positive correlation between green management and executive performance. To investigate the predictability of green management

(the criterion variable) by the variable of executive performance (the predictive variable), regression analysis was conducted whose results are in Table 3:

Table 3: The results of ANOVA for regression

	Sum of squares	df	Mean	F	Probability value	R ²
Regression	5524.74	4	1381.1	10.5	0.000	0.678
Remaining	14484.81	111	130.4			
Sum	20009.55	115				

The value R²-0.678 indicates that 67 percent of the variance in the dependent variable is explained by the predictive variable (executive performance). To test the significance of this value of explained variance, Fisher's statistics was used whose results are presented in table 3. As the table indicates, F-10.5 with df (4,111) and at the error level less than

0.000 is significant. This significance of F indicates that at least one of the predictive variables in explaining the criterion variable has significance. To investigate which predictive variables are effective on the criterion variable, multiple regression was used.

Table 4: The results of regression related to the effects of green management on the executive performance

Predictive variable	Non-standardized coefficients		standardized coefficients	t-test	Sig.
	B	SD	Beta		
Intercept-fixed value	3.038	0.301		10.09	0.000
The method of implementing green leadership	0.202	0.108	0.376	1.875	0.000
The policies and strategies of green management	0.222	0.110	0.393	2.021	0.000
The organizational resources of green management	0.025	0.083	0.051	0.309	0.000
The organizational shareholders of green management	0.109	0.101	0.220	1.076	0.000
The green management process	0.023	0.089	0.040	0.256	0.000

Regarding the results of the regression obtained from the above table, the intercept and regression coefficients are significant at the level 0.05.

In the first hypothesis of the research, the effects of the method of implementing green leadership on the executive performance of state organizations

were investigated and the following results were obtained:

Table 5: The results of the regression related to the effects of the method of implementing green leadership

Research variables the method of implementing green leadership	Correlation	Sig.	Is it significant?
Green management	0.680	0.010	Yes

Regarding the results of the above table, the method of implementing green leadership is effective on the executive performance of state organizations.

In the second hypothesis of the research, the effects of the policies and strategies of green management on the executive performance of state organizations were investigated and the following results were obtained:

Table 6: The results of the regression related to the effects of the policies and strategies of green management on executive performance

Research variables the policies and strategies of green management	Correlation	Sig.	Is it significant?
Green management	0.667	0.002	Yes

Regarding the results of the above table, the policies and strategies of green management is effective on the executive performance of state organizations.

In the third hypothesis of the research, the effects of the organizational resources of green management on the executive performance of state organizations were investigated and the following results were obtained:

Table 7: The results of regression related to the organizational resources of green management on the executive performance

Research variables the organizational resources of green management	Correlation	Sig.	Is it significant?
green management	0.638	0.000	Yes

Regarding the results of the above table, the organizational resources of green management is effective on the executive performance of state organizations.

In the fourth hypothesis of the research, the effects of the organizational shareholders of green management on the executive performance of state organizations were investigated and the following results were obtained:

Table 8: the results of the regression related to the organizational shareholders of green management on the executive performance.

Research variables the organizational shareholders of green management	Correlation	Sig.	Is it significant?
green management	0.765	0.004	Yes

Regarding the results of the above table, the organizational shareholders of green management is effective on the executive performance of state organizations.

In the fifth hypothesis of the research, the effects of the green management process on the executive performance of state organizations were investigated and the following results were obtained:

Table 9: The results of the regression related to the green management process on the executive performance

Research variables the green management process	Correlation	Sig.	Is it significant?
green management	0.608	0.001	Yes

Regarding the results of the above table, the green management process is effective on the executive performance of state organizations.

managers and staff of Shahrekord Municipality is positive. These results are consistent with the results of Lia (2013) and Levani (2013).

6. Conclusion

The results of the research indicated that the effect of the method of implementing green leadership on the executive performance of the

In explaining this issue, it should be said that the leadership of organizations results in attaining sustainable success of the organization and the missions, values, and moral principles are reflective of green responsibilities of leaders of organizations who by making themselves as the model, make

human resources capable to reinforce the environmental responsibility of the organization and better executive performance of the managers and staff in the organization. Global organizations always are to access favorable executive performance of the managers and staff via creating innovations and new methods. Some of these organizations, via improving environmental performance and by observing regulations and environmental standards, increasing knowledge in this regard and reducing the negative environmental effects in their products and services, achieve competitive advantage. Nowadays, guaranteeing the sustainable development of each country depends on maintaining and using optimally the limited and irreplaceable resources in that country, and different measures have been conducted for facing this issue by states among which one can name using the methods of implementing green leadership which is among the newest management methods. The results of the research indicated that the policies and strategies of green management is positively effective on the executive performance of the managers and staff of Shahrekord Municipality. These results are consistent with the results of the researches done by Lia (2013) and Levani (2013). Green management in the organization requires the identification of the effects of policies and strategies and sufficient resources in implementing this process and the effect of leadership on organizational performance along with the knowledge of organizations. For being consistent with policies and strategies of green management on the executive performance of the managers to support the implementation of strategies and policies in the organization and also confidence with the creation and establishment of a process for development, implementation and updating the strategies and policies in this regard seem necessary. The results of the research indicate that organizational resources of green management are effective on the executive performance of the managers and staff of Shahrekord Municipality. These results are consistent with those of Lia (2013) and Levani (2013). The research of Lia indicated that the green organization should manage all organizational resources for access to sustainable success. The organization should manage its own human resources in personal, team and organizational levels and with the objective of developing responsibility in line with green management of the organization and by creating the reward and encouraging system it should develop the space of innovation and creativity. The results of the research indicated that the organizational shareholders of green management are positively effective on the executive performance of managers and staff. These results are consistent with those of Lia (2013), Levani (2013), Joe (2010), and Cao (2011).

In the present research, it is suggested that more effort and attention of public media and newspapers for illuminating public thoughts and making scholars, researchers, and the public aware of the importance of attention to green management in

Iran seems necessary. Developing and restructuring the legal regulations and requirements regarding observing environmental considerations in Iran and paying attention to green management in this section is vital. To achieve desired results from developing green management in Iran, the active sectors in this domain should be aware of the importance of adopting a systemic view in the whole organization. Therefore, establishing training courses in this regard with the objective of making the activists of the related domain aware of the advantages of green management in Iran seems necessary.

By summing up the mentioned results, it can be suggested to the universities' libraries and informing organizations that to perform better green management in the province, it is necessary that in the workplace, a kind of kindness and brotherhood as well as integration and friendship should be created among the managers and staff via establishing workgroups, creating trust among the members, creating common objectives and values, realizing organizational justice and also prioritizing public benefits over personal ones. In addition, it is suggested to other researchers that the factors affecting on green management in Iranian organization and other consequences obtained from adopting green management tactics, should be investigated.

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