



EXAMINING THE INFLUENCE OF GREEN MANAGEMENT ON OPERATION FUNCTIONS: CASE OF A BUSINESS

DOI: 10.17261/Pressacademia.2015312985

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Keywords

Green management, green star, environmental awareness, operation functions, ISO 14000 environmental management system.

ABSTRACT

Green management is a paradigm that includes improving environmental awareness, using energy resources and eco-friendly technologies, reuse of wastes, and recycling activities starting from production activities of businesses to packaging and delivering to consumers. Businesses have now become aware that environment must be preserved and tended towards green management as a result of destructed and demolished environment, and the effect of hunger, scarcity, global problems despite developed societies. Businesses have switched from traditional management mentality to environment-oriented green management. The objective of green management is to ensure operation activities be performed in accord with environment, to preserve environment in business objectives, visions and goals as well as operation functions, to enable continuous development, and to select technologies in accordance with sustainability principle. The aim of this study was to examine business's success in green management, activities and green management vision. The present study discussed a business that uses green management with case study, a qualitative research method. It is concluded that social responsibility acts on business's awareness to green management; businesses provide their personnel with orientation training on green management practices; the environment is protected by implementation of green management; and the business raises awareness of consumers, placing an emphasize on being eco-friendly in their advertising.

JEL Classification

M1, M10, M19

1. INTRODUCTION

For many years, businesses have been carried out their functions by adopting general management systems without paying attention on environmental damages. The gases which are spreading out, natural damages caused by chemical materials, environmental damages caused by solid wastes and environmental contamination are not paid attention. Along with global warming, businesses direct their businesses towards green management which are focused on environment by realizing on environmental damages. In the 21th century, businesses product environment-friendly productions to be able to carry on their existence, increase their profitability and productivity because they are in interaction with environment. Businesses adopt green management applications to decrease the damages on environment. Along with environment-friendly productions, environment-friendly technologies, environmental consciousness businesses gain edge over their competitors.

Almost every sector develops environment-friendly activities in themselves by means of different applications. Environment-friendly hybrid vehicles in automotive sector, producing papers which are suitable for recycling in paper industry, green star applications in tourism field, convenience for recycling of packing in food sector and production of environment-friendly productions can be counted as various activities which take place in green management focused environment.

There are factors and powers which encourage businesses to green management. Government encourages the businesses to green management by means of its rules and applications. Government supplies some privileges and grants for businesses which adopt green management. Businesses prioritize their matters adopting green management in their aims, visions, targets, tactics, strategies and politics. Along with applied strategies, businesses which are adopting green management focusing on environment provide a competitive advantage against their competitors by means of their environment friendly productions and their manner of rule which are adopted. Businesses create environment consciousness for their customers and workers by producing environment friendly productions and they give information about environment.

The concept of green management and the application of green management in business functions are dealt in the research. The aim of the research is to analyze the success of green management in businesses, activities and green management visions of businesses. In this research, a business which is applying green management is dealt within the concept of case study from qualitative researching methods.

In this study, respectively the concept of green management, the aims of green management, the principles of green management, ISO 14000 environment management standards and green star, green managements applications in business functions, aim of research, importance of the research, methods of the research, case study and analyzing, conclusion and advices were examined.

2. THE CONCEPT OF GREEN MANAGEMENT

In the 21th century, businesses make an effort for a greener environment by supplying environment quality of industrial system and regulations which are environment friendly to be able to have success in national and international market and the businesses give importance on technologic developments which protect environment. Businesses affect their environment by their activities to carry on their existence, increase their productivities and contain their profit margin and at the same time they are affected by the environment. Although the interaction can show difference according to businesses, the interaction with environment can be the same level (Akatay and Aslan, 2008:314). Businesses carry on their activities along with the sense of environmental responsibility. Businesses turn to green management and people gain a consciousness that environment should be protected as a result of environmental destroying which appears parallel with economic and technologic developments, wrecking environment, starvation, famine in spite development level of communities, insolubility of global problems.

Along with environment protection sense of environment, thinking economic development concepts together and long dated turn businesses to green

management. Businesses switch to green management ideology focusing on environment from traditional management understanding. The management understanding which adopts businesses' protecting natural sources, productive using of energy sources within the institutional concept and applications which are purified with sense of environment is called as green management (Goyal, 2013:70). Asya Productivity Organization defines green management as a strategy which is applied to decrease the environmental effects of businesses activities by using environment management principles, vehicles and technologies and applied to increase general productivity and socio-economic development environment performance (Hosseini, 2007:222).

Green management composes the source of clean and green technology application development sustainability of environmental science to protect natural environment and sources and sustainable development means developing present abilities of next generations who can meet their own requirements by making no compromise (Sawant et al. 2013:5696). Green management should be in active together with environmental responsibility sense of businesses (Akatay and Aslan, 2008:318). The understanding of green management is a management which has ecologic importance by focusing on natural sources and environmental values. The understanding focuses on decreasing the wrecking of human power in the world and exploitation of natural sources and the sustainable development ideals should be more practicable together with green management understanding.

It can be said that sustainable development is the starting point of green management. Sustainable development bases upon thinking environment protection and economic development concepts together and long termed (Karabulut, 2003:44). Brundtland Commission defined sustainable development in 1987 as making no compromise on the ability of meeting the requirements of next generations (Marcus and Fremeth, 2009:18). Sustainability means protection of the natural sources, increasing quality of human life, protection of bio variety, increasing sensibility against carbon and other chemicals and composing recyclable waste management from production till packing. In this direction, businesses try to contribute for both their partners and sustainable development by determining economic, social and ecologic benefits. The basic principle of the sustainable development is to protect natural sources by controlling usage and consumption. If the sources are continued on consuming unrestrainedly and unconsciously, society and businesses encounter with source famine. Management should balance between waste and combination of the productions along with renewable and unrenewable sources (Akatay and Aslan, 2008:318). Businesses should start to give importance on activities which are suitable with green management by investing in green to be able to have balance. Businesses management focuses on usage of skillfull and subsidiary workers to gain profit in the name of businesses and management (Tran, 2009:22). By means of green management activities, developments in environment performance, works for diminishing contamination, green technology activities and environment sustainability with environment policy are long termed (Nogereda and Ziegler, 2006:6). The interests of organizations and governments to green management are increasing gradually and they are composing strategies in this direction. In this context, green management provides economic build-up, decreasing chemicals, more fertile usage of natural sources, decreasing emission volume, protecting environment, developing competition by increasing eco-

effectiveness, intensifying the tie between local authorities and businesses and environment friendly production (Akatay and Aslan, 2008:319; Büyüközkan and Vardaloğlu, 2008:5; Karabulut, 2003:45). Green management applications are seen as disadvantages financially because of their costs. However, green management has many advantages inspite of its one disadvantage. It can be said that green management application has the advantages such as increasing the image and familiarity of the organization, minimizing negative effects of the organization to the environment, decreasing energy sources usage, providing competition superiority against the other organizations and answering demands of the other pressure groups ideally and providing benefit to business.

3. THE AIMS OF GREEN MANAGEMENT

While profit of the partners, economic development and income are becoming prominent among the aims of traditional management understanding, welfare of the partners, sustainability and life quality are also becoming prominent among the aims of green management focusing on environment. Four aims are determined for adopting green management by businesses. The aims are; (Karabulut, 2003:46);

- ✓ Organizations should determine and control the effects of their activities to environment.
- ✓ Organizations should establish environment management system and should include environment politics, programs and aims.
- ✓ Top manager should contain environment protection and continues development by defining environment politic of the organization.
- ✓ Organizations should be aware of social responsibilities about environment and should train their personnel as environmentally-conscious.

The aims of green management are to carry out business activities suitable for environment, to protect environment and to provide a perpetual development in aims, visions, targets, business functions, organization structure, functions, production processes, organization culture of the businesses and the businesses should regulate their activities by attaching importance on and fronting preference of technologies used in the business suitable for sustainability principle.

Makower defines that the basic two aims of the green management are maximization of waste decreasing and source fertility. In this context, Makover declares strenghtening, education, activity and perfectness as four basic concepts (Hosseini, 2007:222).

The importances of the green management are providing continuity of sources by sensible usage, protecting nature, decreasing nature destroying by recycling activities, disappearing harmful toxins to businesses and society, decreasing greenhouse gases emissions and stopping paleoclimate (Marcus and Fremeth, 2009:18).

4. THE PRINCIPLES OF GREEN MANAGEMENT

In the 21th century, businesses have started to give importance on green management as results of environment problems appearing along with the effect of globalization by realizing problems and damages and they adopted the green management principles. Works werestarted for adopting principles about the subject after gaining importance of

green management. Deming makes researches on environment quality and defines green management principles as listed below (Karabulut, 2003:48-49);

- ✓ To gain competitive advantages and to provide aim continuity to minimize environmental damages.
- ✓ To admit that ecocide is beside the point.
- ✓ To provide contribute environment protection to production processes instead of cleaning wastes after they appeared.
- ✓ To evaluate businesses by using criteria about environment protection and quality in the evaluation process.
- ✓ Precaution should be taken by determining environment problems.
- ✓ To train personnel about environment protection.
- ✓ To enhance the responsibility of the workers who work in production department as including environment protection, quality and decreasing wastes.
- ✓ To enable the workers within the business to take effect in environmental issues.
- ✓ To install system and equipments that can provide the solution of the problems about environment to remove the obstacles which can be among the departments in business.
- ✓ To provide required equipments about environment protection to personnel.
- ✓ Environment protection should be paid attention while determining work standards.
- ✓ To enable the workers to be proud of benefit which they provide for the nature.
- ✓ Managers should provide environment in which they can motivate workers about nature protection.
- ✓ To apply a detailed education and development program about nature protection to workers.

Zell and Kurland determine 10 matters as green management principles after interviewing 30 managers who represent 20 industrial enterprises. (Zell and Kurland, 2011:49-56);

- ✓ Business managers should install their organizations on green values.
- ✓ Managers should prepare green targets and they should execute green management plans successfully.
- ✓ Managers should accord with sustainability criteria.
- ✓ Business managers should make business statement analyse to apply green management.
- ✓ Business managers and personnel should surpass resistance on changing.
- ✓ Managers should strengthen sustainability applications and values in organization.
- ✓ Managers should pay attention on demands of suppliers.
- ✓ Businesses should draw their customers and competitors' attention.
- ✓ Business managers should have good communication with non-governmental organizations, regulators and public opinion.
- ✓ Managers should be seen always by workers in the business.

Green management principle were determined as 10 matters to encourage sustainable development in 1996 in Italy by International Sustainable Development Institute (Piper, 2002:20-21);

- ✓ Having instructive targets and visions.
- ✓ Taking social, economic and ecologic systems and interactions into consideration within holistic aspect.

- ✓ Consuming sources without destroying by determining the basic factors in requirements of the next generations.
- ✓ Planning correctly the place and time of the activities which were done in the past and which are planned to be done in the future.
- ✓ Controlling suitability of the carried out activities to the aim, target and vision of the green management.
- ✓ Making decisions, hypothesis and uncertainty clear and understandable.
- ✓ Providing effective communication among all workers and departments within business.
- ✓ Providing contribution of the all workers to the decisions about nature.
- ✓ Evaluating business activities continuously.
- ✓ Having institutional identity of business.

5. ISO 14000 ENVIRONMENT MANAGEMENT STANDARDS AND GREEN STAR

Enabling aims and principles of green management applicable can be successful by means of contribution of workers to all activities about green management. Organizations compose organization levels and organization policies by adopting green management principles. Organizations which carry on green management activities draw customers' attention by showing their nature sensitiveness. Organizations can provide their institutional sustainabilities by directing risks triggered by social, economic and environmental development, evaluating the opportunities correctly, composing long termed benefits for organization and investors (<http://www.isletmeyonetimi.net/etiket/yesil-yonetim/>). The application of green star and ISO 14000 environment management standards are the most important indicators that businesses involve in activities suitable for green management. Environment management system is a vehicle which leads the effects of business activities on environment (Hosseini, 2007:222). ISO 14000 environment management standards are the principle and standards series which were made for standardization of all world industries environment management programs in 1996 by International Standards Organization (ISO) (Akatay and Aslan, 2008:320). ISO 14000 document contains various systems and fields such as quality management, education and communication which can be used by organization for minimizing the effects of organization on environment. ISO 14000 provides environment management system, decreasing natural source usage, minimizing the damages on water, soil and air (<http://www.iso.org/iso/iso14000>; http://www.kascert.com/goster.aspx?metin_id=1012). ISO 14000 environment management standards guide organizations by drawing attention on management strategies, policies and targets about environment. Businesses started to apply the activities of ISO 14001 environment management standards systems voluntarily and suitability certificates are given to organizations which are suitable for it by controllers. The businesses which have ISO 14001 document want that their own suppliers should have social environment responsibility too (Christmann and Taylor, 2002:124). Environment friendly Institution Document has been given to accommodation businesses which have intended and wanted qualifications by the Ministry of Culture and Tourism within the concept of green management application since 1993. The pinewood symbol is chosen as visual of the document. Green star application means encouraging

environment friendly structuring and features of industry in touristic accommodation businesses and protecting nature and developing environment awareness (<http://yigm.kulturturizm.gov.tr/TR,11596/cevreye-duyarlilik-kampanyasi-esilyildiz.html>). The application of green star contains decreasing harmful wastes for environment, increasing energy fertility, harmony of the business with environment and constructing architecture suitable for environment. By means of green star application, businesses benefit from energy encouragement and supports with financial income. Businesses which comply with green star criteria decrease their costs by increasing their water saving and energy fertility. The aim of green star is defined as protecting nature, developing environment-consciousness and encouraging environment friendly constructions and features of industry in touristic accommodation businesses (<http://yigm.kulturturizm.gov.tr/TR,11596/cevreye-duyarlilik-kampanyasi-yesilyildiz.html>). Businesses should fulfill 122 criteria listed under the general topics of general management, education, bedroom regulations of the business, harmony of the business with environment, regulations and activities of the businesses for landscaping, ecologic architecture, energy usage, water saving, detergents, disinfectants and dangerous chemical materials, wastes and the other services which are determined by ministry to be able to take green star document. There are scores next to each criterion. The businesses which have minimum score deserve taking green star document.

Table 1: Score Board of Necessary Criteria for Green Star Document

Criteria	Scores
General Management	78
Education	17
Regulations in Bedrooms of Facility	75
Environment Adoptability of Facility, Landscaping Regulations and Activities	39
Ecologic Architecture	44
Energy	214
Water	57
Detergents, Disinfectants and Dangerous Chemical Materials	16
Wastes	53
Other Services	51

Resource: <http://tuyup.turizm.gov.tr/Pages/GreenStar.aspx>

According to current data given by The Ministry of Culture and Tourism in Turkey the number of businesses which hold green star document is 211 as the date of 30.04.2015. Most of the businesses which hold green star document take place in seashores. Antalya is in the first rank with 110 businesses which have got green star document, İstanbul is in the second rank with 25 businesses which have got green star document and Muğla is in the third rank with 17 businesses which have got green star document. The Ministry of Culture and Tourism aims to increase the number of businesses which have got green star document by means of its works and regulations (<http://yigm.kulturturizm.gov.tr/TR,9579/turizm-tesisleri.html>).

6. GREEN MANAGEMENT APPLICATIONS IN BUSSINESS FUNCTIONS

Businesses should fulfill activities of green management in all functions of the businesses. If the businesses apply green management activities in businesses functions successfully, they gain a great advantage over their competitors.

6.1. Production Activities in Green Management

The businesses which adopt the green management activity use the technology which does not give any harm to nature in all their production activities. Businesses use clean production activities and environment friendly technologies in production process in order to prevent source contamination and closed circuit production areas are established to wastes (Hosseini, 2007:223). The aim of the environmental consciousness in green management applications is evaluation of production from designing phase to recycling, reproduction and reuse phase (Büyüközkan and Vardaloğlu, 2008:7). Usage of wastes by recycling and reappraising the wastes are given importance in the production activities. The sources which are used by businesses should be chosen by sources which do not affect nature any negatively to provide effective source usage (Karabulut, 2003:51). Businesses should use environmentally-conscious technologies from production to packing. Environmentally-conscious technologies are the technologies which contaminate nature less, recycle and demolish the wastes to a large extent. By means of the technology which protects the nature, the sources can be used productively. Businesses should also base on cost by choosing correct technology. There are some factors which businesses should fulfill to be able to have production activities in the light of green management applications. These factors are (Karabulut, 2003:53);

- ✓ Determining how many raw material and what rate energy using in production process,
- ✓ Minimizing usage of raw material and energy which are used in production process and making necessary workings to prevent probably contamination,
- ✓ Minimizing the packing costs, using energy more productively and making productions suitable for recycling in production process,
- ✓ Designing production packings as recyclable after using by consumers.

7 criteria are determined by World Sustainable Commission in businesses which want to provide eco activity (Karabulut, 2003:54);

- ✓ To minimize the energy usage.
- ✓ To minimize the material usage.
- ✓ To maximize the recyclability possibility of productions
- ✓ To minimize spreading toxic substance
- ✓ To maximize the endurance level of productions
- ✓ To maximize service density

While businesses contribute economic development in their production activities, on the other hand they cause environment contamination by wastes. Businesses try to demolish the emergent wastes as giving harm to nature in minimum level because there is environmentally-conscious production among the basic aims of the green management activities. Businesses provide to collect wastes according to their classes by putting recycling boxes in waste storages. Providing effectiveness, using energy and sources densely in production systems technically are in the forefront in traditional management

understanding, providing eco effectiveness, using energy and source in minimum level are in the forefront in environment focused management. While productions are designed based on style, function and price in traditional management, environment friendly productions are produced in environment focused management understanding. Businesses which take place in service sector use various technologies in production process, minimizing consumption of materials which are harmful to nature and decreasing waste amount. Productions are presented to costumers by environment friendly packing to transmit healthfully and exhibite the productions to customers.

6.2. Human Sources Management Activities in Green Management

Green management applications can be successful by participating workers to all activities about green management. The personnel who work in the business should have information about the subject of environment. Businesses should ask questions which examine the environment-consciousness when they choose their personnel (Goyal, 2013:70). Human sources management chooses increasing work productivity as target in traditional management, human sources management chooses creating areas which provide health and security in working place in environment focused green management understanding. Businesses which have green management give trainings to their personnel about environment-friendly productions, sources which give and do not give harm to nature, negative and positive effects of productions produced by the business, waste management, green aim, target and vision of the business. Personnel should be trained and informed about environment management to succeed human source management in green management activities. Environmentally-consciousness should be formed for personnel by trainings, conferences and oriantations about the responsibilities towards nature, the negative effects of wastes which are thrown to nature, the suitable places for the classification of the wastes for recycling, renewable and unrenewable energy sources.

Various informative activities should be carried out in different places in business such as signboards, news, articles, signs about environment, caricatures which show the results emerged from environment protection and contamination to raise awareness of personnel and to give importance on environmental consciousness. Businesses can form green team or environment management team in all departments to solve and minimize the possible negativenesses to environment. Green team or environment management team give support to departments in the business by taking precautions and create ideas which provide ahealthierand cleaner working place for personnel, activities effective energy usage, minimizing wastes as much as possible, effective communication. Businesses have importance in human sources management from the point of regarding environmentally-friendly applications, providing green management applications. Human sources management should raise awareness about environmental consciousness; provide education and collaboration with dealed institutions and foundations.

6.3. Marketing Activities in Green Management

When green management application is taken into consideration, environment consciousness is given importance and regulated. Selling, packing, pricing, labeling, promotion, distribution and advertisement of the produced productions take place within the scope of marketing activities in businesses. It is hard to continue the activities of

green management for the businesses because suitable marketing strategies in green management are costs which provide profit in long term. For that reason, writing labels carefully, education of the customers who use the production, introduction of the recyclable productions, retailers should have information about effects and contributions to environment of the production (Karabulut, 2003:66).

Businesses use supply chain in marketing of their production. The supply chain method contains planning, designing and controlling material and information flow from retailers to businesses and from businesses to customers through distributors to be able to answer the needs of the customers efficiently (Büyüzözkan and Vardaloğlu, 2008:4). It is necessary to control instantly each ring in green supply chain management and their suitability of environment should be controlled continuously. Green supply chain is a model in which combining, improving, developing strategies of producing environmentally friendly production and it is a model which empowers control mechanism, activates source usage, gives possibility to recycle of packs, creates value and explains importance. Green supply chain management is a management method entegrated with environment source and it contains designing production, choosing and supplying raw material and production process (Lintukangas et. al 2014:2). Businesses should be in environment focused activities such as green production and green packing throughout delivering the production and its all lifecycle (Rostamzadeh et.al 2015:189). Businesses which are active in world and Turkey give opinions to their customers about works to give cleaner and more liveable world to next generations, producing environment friendly products by minimizing environment destruction, effective using of source usage and recycling of productions in marketing strategies which are suitable for green management. Businesses inform customers by means of putting eco-label, environmental sign and recycling sign on products and they draw attention on their productions. The businesses such as Wal-Mart, Starbucks, McDonald and Motorola publish social environment responsibility reports within the context of social environment responsibility (Siegel, 2009:10).

Eco-label can be evaluated as economic vehicles which is based on volunteering supplying reliability about environmental registry of the production and services, participant, market based (http://www.rec.org.tr/dyn_files/20/5926-III-EKO-ETIKET.pdf). It is aimed to give information to customers about designing, producing, using and marketing of environmentally friendly productions by means of eco label. While environmentally friendly productions are preferred, marketing, retention and promoting of the productions will be more effective. The sign of CE was adopted by European Union in 1985. To show European Union instructions of the productions which are produced and sold in European Union the symbol of CE formed by the first letters of *Conformite Europeenne* (Karabulut, 2003:68). The environmentally friendly products with CE sign do not have any obstacle because they have right to move freely in European Union countries. Businesses put recycle symbols on packing of produced and presented products. The recycle sign represents that environmentally friend technologies are used from the producing to packing of the productions and recyclable packings are used. Businesses, public politics and programs should provide objective evidence to increase competitive capacity, to have environmentally friendly investment and to answer the

increasing need of renewable energy development by adopting green management understanding (Boca, 2011:8).

Along with the environmentally friendly productions, businesses draw attention of customers, encourage them to buy the productions and have competition superiority over their competitors about marketing and promoting of the products. Marketing aims to consumption activities in general management understanding on the other hand, it aims to train customer in environment based green application. Businesses in service field have the competition advantages against their competitors by featuring that they give importance on nature. Businesses raise awareness for customers by showing their green star certificate and the other certificates about nature protection and by doing these, they can create a positive perception for the customers.

6.4. Accounting Activities in Green Management

Businesses should form environment based control mechanism to adopt green management and provide its sustainability. Green management accounting counts environmental costs and reflects to cost accounts of the businesses. Green management accounting means adding costs which are done by businesses in order to protect nature in the financial process of businesses to cost accounts. Environment costs are defined as over stocking costs which will occur in business which uses different chemical materials in production process, costs made to demolish the contamination caused by harmful, dangerous and toxic wastes left in nature throughout producing various products, invests on recycling and contamination prevention programs, costs for nature based training of personnel, suitability of legal regulations and research developing activities for nature and punishment and damages costs which businesses have to pay to people or other institutions as a result of negative effects to nature (Karabulut, 2003:71).

Towards the end of 20th century, banks analysed businesses which had a claim for credit in the context of environmental risks while the banks decided to give credit the businesses. Banks had activities suitable for green businesses too. National Westminster Bank was the first bank which installed system on it and made environment control itself. Garanti Bank was seen suitable to take the World Environment price in 1996 by United Nations because of its environmental activities (Karabulut, 2003:71). A fast and unplanned tourism development as basic for economic development caused a fragile environment increasingly and it caused a risk for nature. Businesses which give importance on the issue and take part in service sector should act suitable for green management understanding in planning environmentally friendly, counting investment costs and suitability of touristic facility to nature.

6.5. Research-Development Activities in Green Management

The department of Research-Development is a department which is needed for developing new product, new services in businesses. The success of Research-Development activities depend on stepping to globalizing world, providing integration of business to innovations by following technologic developments. It carries out activities adopted by environment based management understanding by going beyond the standardized service activities in service sector. It can gain competitive advantages against

the other businesses in service sector by featuring the importance on nature by the activities such as advertisement, information, and marketing.

The units directing Research-Development activities carry out new projects to form less waste and contamination in production processes and technologies and develop new plan and strategies through works for decreasing energy and source usage (Karabulut, 2003:75). Businesses in service sector minimize the damage to nature by using new technologies in waste management system.

It is seen that R&D works supply great benefit to protect nature, minimize contamination and provide energy saving in businesses. They create new projects by methods such as recyclable boxes, panels which are demonstrating wastes and materials of which damages affect nature in long term, newspaper articles.

Personnel working in R&D department should develop new projects in their own businesses by constantly following innovations, developments in the sector in which they are effective. The businesses which follow and get in touch with innovations and developments have great advantages on energy saving, decreasing cost, increasing production, using source. R&D department researchers provide electric production by using the system of solar energy electric production in some parts of the businesses by following technology.

R&D department should integrate activities which are suitable for green management understanding to business by following environmentally friendly technologies and encouraging renewable energy source usage. The role of R&D department is great for development and success of the businesses.

7. THE METHODOLOGY OF THE RESEARCH

7.1. Aim of the Research

The aim of the research is to analyze success, activities in green management applications and green management visions.

7.2. Importance of the Research

In globalizing world, source usage is increasing along with the increment of population. Businesses increase sustainability of environment by applying green management activities to continue environment sustainability. It is thought that businesses can be integrated with green management activities to businesses functions, how strategy and politics of business can be integrated with green management activities, how green management activities can be contributed to businesses and managers of the businesses.

7.3. Method of the Research

Belcekız Beach Club Holiday Village which has been active since 1993 and is located in Ölüdeniz town in Fethiye district of Muğla province is analysed within the context of research. The business has got 213 rooms with 208 standards, 2 disabled, 1 suite and 2 apart. Totalitarian one case of sample case analyzing types is applied by using qualitative research method in the method of the research. The method is chosen because it is suitable for getting information according to the aim and detailed analyzing current

situation and features about environment. The techniques of interviewing and observation are used to gather data.

7.4. Case Study Analysing

Various questions were asked about applications of green management in business and an interview was made with general director of Belcekız Beach Club Holiday Village Ufuk ÇELİK. The business applies green star applications because it functions in tourism sector. Eight questions were asked to manager of the business for the sake of business about how they could integrate green star of green management applications to business and how they apply it to business functions. The questions which were asked to business and the answers are taken place below.

1- What are the factors which lead to give importance on green management activities?

It is seen that the facility has got the biggest green field around Ölüdeniz and it is in harmony with nature. The most important reason of fronting green star of the business is seen that sustainability of nature and encouraging financial factors presented by The Culture and Tourism Ministry. It is thought that people turn to businesses which are environment friendly in the globalizing world.

2- Which criteria in green star application have you carried out and what extent?

(Criteria: General management, education, regulations of the business in the bedrooms, harmony of the business with nature, ecologic architecture, energy usage, water saving, detergents, disinfectants and dangerous chemical materials, wastes and other services)

It is seen that the facility fulfills most of the criteria. The facility could make environment regulations in ecologic architecture of the structures; they could not make any differences on the outside of the structures because the facility has been active since 1993. New businesses can take green star easily by using environmental compliance materials in structures and physical substructures. However, even if Belcekız Beach Club Holiday Village is old, the facility could take green star because it fulfills most of the other criteria. It is seen that environmental compliance integrations are provided to business functions in general management. It is attracted the attention that they give trainings to the personnel to raise consciousness about environment. Sensor taps are used in bedrooms to supply water saving. It is seen that three kinds of ergonomic recycling boxes are put in the rooms to recycle the garbages. The facility is a service business which has the biggest green field in Ölüdeniz. It is observed that the whole trees and flowers in the facility are recorded. It is seen that bird nests are put on trees to provide sustainability of natural life along with environment. There are solar panels in some parts of the regions and units along with the advantages of sunny days' abundance in energy usage. Dangerous chemicals and wastes are diminished by a business from outside. It is declared that all information about the time, quantity of the all kinds of chemical and waste materials given by the facility, by whom they are given, and by whom they are delivered are recorded. It is said that facility follows usage difference by using extra counters to observe electric and water usage easily.

3- What kind of activities did you carry out while you were integraing green star application to production function?

Kitchen should be thought as the producing place of a business in service sector. It is seen that facility works with businesses which provide sustainability of nature and protect nature in product in kitchen of the facility. The facility prefers the products with environment label while it is buying productions. The products named as "Taste of Fethiye" and farmed by local farmers are used. The facility presents fresher products to its guests and buys products as needed. So many natural products such as lemon, mint, basil, oil, rosemary, orange etc. are farmed in facility and it is seen that the products are used in kitchen. It is observed that the facility buys environment friendly technologic vehicles by making changes in the technologies used in production and integrates its production department to green management. It is pointed that the oils and wastes of the kitchen are given to a business outside by making outsourcing and all the activities are recorded. In the facility, it is seen that facility integrates to production functions by fulfilling the criteria of green star which take place under the topic of general management topic such as observing and gathering data of waste quantity occurred in the facility, placing vehicles used in kitchen and technic parts of the facility with high efficiency and low energy usage; far from effects such as sunshine, heat sources and suitable for ventilating of the vehicle, using new technologies for providing the electric heat and cooling, separating and evaluating organic wastes taking place under the topic of waste, preparing at least one drink and two kinds of food by products which are produced according to organic agriculture methods in the menu and presenting at least two local food in breakfast or the other meals.

4- What kind of activities did you carry out while you were integrating green star application to human sources function?

It is seen that personnel have consciousness about environment by certificated orientation trainings in the facility. After the trainings which are given to personnel, it is pointed that personnel are aware towards environment and they make various suggestions about providing development of the environment. There are criteria about whether the personnel have consciousness of environment and whether they have any certificated training. By this means, the facility said that it is aimed to increase the importance of the environment and sustainability of nature. It is seen that electronic systems are preferred for communication within the business about correspondences, informings and invitations instead of paper. It is said that teams are organized to analyse green star process and green management activities in the place and to make information about environment. It is seen that information about environment and environment consciousness is given to guests who come to the facility. It is seen that facility integrates human sources function by fulfilling the criteria of green star which take place under the topic of education such as giving periodic trainings to personnel to increase environment consciousness, providing environmental precautions and activity plan, determining possible water leak and training about taking precautions by personnel, giving information to guests in the entry of the facility, in reception about environment consciousness policy and precautions, demanding support for environmental policy and providing customer participation, separating harmful wastes from the others by personnel according to the criterion under waste topic and separating wastes according to their kinds by personnel.

5- What kind of activities did you carry out while you were integrating green star application to marketing function?

Marketing activities in service sector are generally carried out by intermediaries. It is seen that tour operators and travel agencies which cooperate with the facility have Travelife certificate which gives importance on sustainability. There are green star certificate and Travelife certificate in the facility. It is seen that there are environment policy and activity plan in the facility. Intermediary businesses introduce the facility domestic and foreign market by means of the certificates. It is seen that they integrate to marketing department by working with businesses which give importance on sustainability of environment. It is seen that facility integrates to marketing sources function by fulfilling the criteria of green star which take place under the topic of general management such as having environment policy and activity plan, applying of activity plan, having environment management certificates which are seen admittable internationally and having environment management certificates of at least one of the main firms which give service or supply material to the facility.

6- What kind of activities did you carry out while you were integrating green star application to accounting function?

It is seen that the facility is trying to integrate systems used in accounting department as environmentally conscious. It is said that the use of technologic products and computer programs is started in order to decrease paper usage. It is said that the systems such as e-bill, electronic corresponding, electronic check etc. are used to decrease paper consumption in the facility. It is seen that facility integrates to accounting function by fulfilling the criteria of green star which take place under the topic of the other services such as using electronic corresponding, check, bill etc. systems to minimize paper consumption in administrative affairs of the business.

7- What kind of activities did you carry out while you were integrating green star application to Research-Development (R&D) functions)?

It is seen that R&D Department of the facility follows technologic developments about green management and makes required works for integration. It is tried to increase sensibility on environment and draw attention by informative panels, questionnaire applications, it is tried to provide drawing attention of personnel and guests by hanging caricatures about nature protection on determined places. It is declared that the R&D Department is trying to develop various projects and suggestions to draw attention on using environment friendly technologies, to take products, to increase activities and to draw attention on sustainability of environment. It is seen that facility integrates to researching developing function by fulfilling the criteria of green star which take place under the topic of regulations in the bedrooms of the facility such as announcing environment conscious studies in writing, visually-aurally to show quests, taking advices and evaluations of guests about the studies of the facility about environment conscious.

8- How did green management application affect success of businesses?

The facility took support on required regulations by compromising a consulting firm for green star application. It is said that the application of green star contributes on the success of the business. Individuals should be trained about environment and their consciousness on environment should be increased for success of a business or

businesses. There are not many people who behave sensitive about the issue when we look around. It is seen that attentions are tried to be drawn by various activities for raising awareness such as informative panels and different applications. It is declared that they aimed to get success on both for facility and environment by providing recycling and informing guests about sustainability of environment by directing them to this issue.

8. CONCLUSION AND ADVICES

Businesses give importance on activities about environment protection against increasing intense environment destruction in 21st century. Businesses become more sensitive on subjects such as environment friendly productions, environment waste system based on environment, separation of recyclable wastes along with green management understanding. The green management applications can be successful by the participation of personnel and businesses to all activities about green management. The businesses are successful by continuous inspections and fulfilling the required criteria along with government promotion in green management applications. Businesses gain competition advantages against their competitors and have dissimilarity in the eye of their customers by fulfilling required criteria and green management principles of the businesses.

The businesses which take over green management should determine their aims, target, plan and strategic applications as meeting the demands of customers, complying with related law, rule or notices of government, public establishments and institutions. Green management application is an important and powerful vehicle which have an important role on success and development of businesses.

There are benefits which are gained by businesses which carry out suitable activities to green management in service sector. We can array these benefits as;

- ✓ Being trustful in the eye of customers by packing system application of kitchen products while they are presented to customers.
- ✓ More productive source usage
- ✓ Recycling by making wastes more useful
- ✓ Decreasing cost by providing energy producing by using solar energy panels
- ✓ Minimizing and disusing dangerous wastes and materials
- ✓ Increasing business performances by environmental regulations and environmental innovations
- ✓ Improving image of the firm
- ✓ Having competition advantage over competitors by adopting green management applications
- ✓ Choosing environment friendly technologies, being sensitive for buying environment friendly raw materials and profit increment as result of R&D activities by new projects which decrease contamination

Encouraging factors of the Ministry of Culture and Tourism with environmentalism understanding have played an important role to direct business to green management activities as a result of researches and interviews carried out. It is cared while green management activities are integrated to business. Environment protection is provided by taking environment friendly products and using environmentalist technologic vehicles in

production field. It is seen that wastes are not left to nature and do not give harm to nature by means of recording by holding following forms of concrete waste, oil and chemical wastes. The importance of the environment is explained by various informative activities to both guests and personnel. Saving energy and water are supplied by air conditioner systems which use low energy and give less harm to environment in rooms and in facility, preferring sensor taps, applying energy card system in rooms, using sensor lighting, using solar panels. Certificates were given to personnel by trainings about environment. The paper usage in the facility was decreased by e-bill, electronic corresponding, and electronic check systems. Wastes were separated by putting recycling boxes to general fields. The importance which is given to environment activities was drawn attention by hanging environment policy in reception and environment panel in the facility. It is seen that the informing about environment to guests starts at the first moment. It is tried to scale environment sensitivity by applying environment questionnaire on guests staying at the facility.

The suggestions on green management principles which are effective for applying green management can be determined as;

- ✓ Businesses should determine aims and targets suitable for environment management system and environment protection.
- ✓ Businesses should give information to personnel about protecting, developing and improving of the environment in orientation trainings.
- ✓ Environment waste rules which are regulated by government institutions should be obeyed.
- ✓ There should be informative panels and signs in businesses about nature protection to raise consciousness for personnel and customers.
- ✓ Basic sources which will meet the requirements of next generations should be used without diminishing.
- ✓ Business should install systems against problems and negativeness about environment.
- ✓ Businesses should encourage their personnel and customers to protect environment with green management activities.

The Ministry of Culture and Tourism should be more effective on directing the businesses towards green star and green management by behaving more sensitive about financial support. Trainings or presentations should be carried out by related foundations to explain businesses the importance of green management activities. The dimension of environment sustainability should be highlighted instead of economic dimension in green management applications. People should be informed about environment sustainability by preparing related public service announcements, introductions, advertisements and posters. Environmental consciousness is increasing gradually along with the increasing number of businesses which have green star and ISO 14001 documents in Turkey to enable businesses more successful. The success of business increases in the businesses which have increasing environmental conscious. Businesses come to the forefront by means of the documents in their own market along with the integration of environment friendly systems and technologies to businesses. By means of turning businesses to green management understanding, contribution will be made on having more liveable, cleaner

environment, guiding more informed and conscious individuals and using environment more consciously.

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