

The Impact of Green Management System on Employee Work Performance: Evidence from Consumer Products in Bangladesh

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Abstract

Green management is the integral approach for minimizing the adverse environmental impact of the organization's supply chain for increasing overall employee work performance (EWP). In order to improve the process of maximum utilization of resources and to achieve sustainable aspects in a business structure, EWP-oriented components are indispensable. The current study analyzed EWP measures based on the green management activities in the context of consumer products in Bangladesh. The EWP measures have been defined using literary resources and reviewed further with an empirical exploration. Hypothesized relationships were also developed to investigate the interconnection between green management and EWP of consumer item businesses. A total of 266 respondents with meaningful responses were assembled for the study concern. Moreover, the study results showed a greater impact on the EWP outcomes of selected dimensions of green management. The current study would substantiate help to stakeholders interlinked with the consumer product industry not only to examine the extent of association between environmentally sustainable focused factors with overall EWP but also to formulate strategies to burgeon productivity significantly. Additionally, with various empirical attributes and formulated hypotheses, this research can be even further evaluated by statistical instruments across diverse businesses and markets.

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I. Introduction

Consumer products management (CPM) involves a range of operations from the manufacturing process to the cooking corner of the houses (Sharma & Foropon, 2019). Prior scholars in this research area advocated that in comparison to other producer and distributor systems of the entire supply chain, CPM perhaps found more focused and sensitive (Yu & Huo, 2019). In the present age, the use of consumer products all over the world including food stuff has been significantly increasing (Woo & Kim, 2019). Over the last few decades, the market for only daily food items was already on the rising trend and the worldwide amount is projected to almost double within the next 30 years (Hu et al., 2019). Moreover, every single day approximately 230,000 new consumers are added globally to the market of food products, clothes and dresses, household items, and other daily living essential goods (Alhamali, 2019). In this regard, the adoption of green management (GM) system in the consumer product industries with sustainable models has been raised by consumer communities, politicians, environmental protection activists, and human health protectors (Kumar et al., 2019).

Prior scholars indicated another related notable factor that has been responsible for these circumstances is the excessive population growth. Accordingly, it becomes more concerned with the growth of Asian countries such as China, India, and especially small geographic countries like Bangladesh (Afshar&Jia, 2018). Besides, scholars like Gardas et al. (2019) strongly suggested that South Asian countries should concentrate more on GM systems for gaining greater environmental, economic, and sustainable benefits from their supply chain. Moreover, consumer products are complicated in nature which represents different corporations working together to achieve the growing demand of the international marketplace (Barth & Melin, 2018). Additionally, present customers are more observant, responsive, and value demands like, honesty, protection, efficiency, uniqueness, and prosperity those are becoming increasingly the subject of worry. To fulfill those demands, consumer companies focus more on considering the ecological and healthy nature of the consumer product's supply chains (Allaoui et al. 2018). All consumer product supply chain contributors, including 'green production', 'green purchasing', 'green external environment management', 'green transportation & warehousing', 'green market development', 'green acquisition', and 'green reversed logistics', can be protected by green consumer product management (GCPM) activities (Khan & Mohsin, 2017).

The company will assess the life cycle of the product and decide its environmental effects on the GCPM system (Raut et al., 2019). Most organizations, when the main entity is not controlled explicitly by two or three-tier suppliers, have started to concentrate on green procurement processes, which are a vital part of GCPM implementation practices in the supply chain system (Kumar et al., 2019). Researchers are continuously partaking in the exploration of untouched study areas related to GCPM and their emphasis on organizational overall employee work performance (EWP) development. Hence, prior scholars also suggested more research in underdeveloped or developing countries which can give organizations in this sector some meaningful advice for adopting GCPM practices (Hossain & Khan, 2018 Folasayo, 2019). Therefore, the current research found Bangladesh as the appropriate field for evaluating the contributions of green management from the viewpoint of EWP.

Previously, different scholars in the area of green management (GM) focused on its various dimensions or functions concentrating on mostly EWP. In this regard, Szabo & Webster (2020) specifically noted based on the review of the prior literature that the dimensions of green management are diversified in nature. In line with that, research on green management adoption (GMA) activities was carried out in various business sectors by Mustapha et al. (2017). The authors included five selected dimensions or factors, green internal corporate governance, renewable sourcing, green consumer engagement, green revenue recovery, and environmental design. Another similar study concentrated on classifications of various activities of the green management system (GMS) by Yang et al. (2015) finally worked with their determined five dimensions. In addition, Choi & Hwang (2015) also selected five elements of GMS which are similar to the present research.

Furthermore constructs like green supply chain, green networking, and green retailing had been defined as the functions of GMS by Tseng et al. (2019). Besides, with the popularity of the GMS implementation with green supply chain (GSC) consumer-focused programs like, green sales service, green procurement, green production, green purchasing, and green distribution became more critically needed in recent research discussions (Fang & Zhang 2018). Additionally, the effect on environmental infrastructure acceptance in the Brazilian factory for consumer product manufacturing sectors was explored by Teixeira et al. (2012). The study showed the core dimensions of green management like green HR, green financing, green marketing, green operation management, and green communication. On the other hand, Roy & Khastagir (2016) and Çankaya & Sezen (2019) explored the activities of GMS in the context of Asian countries. Therefore, based on the review of previous studies the present research selected five dimensions of green management, i.e. green manufacturing, green purchasing, green internal environment management, green transport & warehousing, and green competitor management.

Research Gap

Although previous studies had paid great attention to explore the relevant issues of employee work performance (EWP), there is a gap in the significant number of researches that looked into green or environmental issues. In its aim to fill this research gap, this study proposed five green management activities and developed a research framework to explore their relationships with EWP. Additionally, in prior literature, for example, Raut et al. (2019) and Yu et al. (2019) found the most common activities of green management such as green manufacturing, green purchasing, and regulatory pressure, whereas the most important activities like green transport & warehousing and green competition management were not focused in those studies. Therefore, the present research intended to fill those research gaps.

Moreover, in traditional green management, various factors were needed for the improved EWP such as resources, warehouses, locations, internal environment, and market competition (Al-Minhas et al., 2020). The GCPM system may also require a new conceptual framework to design the products and processes with ecological concerns (Miranda-Ackerman et al., 2017). In this sense, Sari & Suslu (2018) included that each firm

should categorize its specific situation and then choose the appropriate policy to improve its EWP. On the other hand, Dou et al. (2018) mentioned that GCPM adoption practices are still not transparent for the firms, such as how to support and impact the green management practices to achieve the best EWP. In this regard, Dangelico et al. (2017) mentioned that GSCM practices have added significant value for manufacturing firms rather than services sector firms. Hence, significant research activities have been carried out to fill the gaps across several economies and sectors.

Theoretical Framework

Any postulated relationship between two constructs in an empirical study has to be backed by underpinning theories or established analytical models (Colquitt & Zapata-Phelan, 2007). The theoretical foundation of the present study lies in the green supply chain management theory, which asserts that green manufacturing, green purchasing, green transport and warehousing, internal environment management, and green competition management are some of the activities capable of amplifying the EWP (Khan et al., 2016; kebenei, 2016). This logic is founded upon sustainable business development and management theories elucidated by many scholars in the past (Wicks et al., 2012). The focal point of all these theoretical outlooks is that sustainable EWP is ensured when firms design, procure, distribute, use, recycle, and engage in competition by taking the natural environment into consideration. Furthermore, insights from the triple bottom line theory have been adopted in the present study in explaining EWP (Hubbard, 2009). According to the triple bottom line theory, firms should emphasize largely social and environmental issues while fulfilling their profit motives (Slapter & Hall, 2011). Based on these premises, this study predicted EWP as a function of green management activities as shown in the following Figure 1:

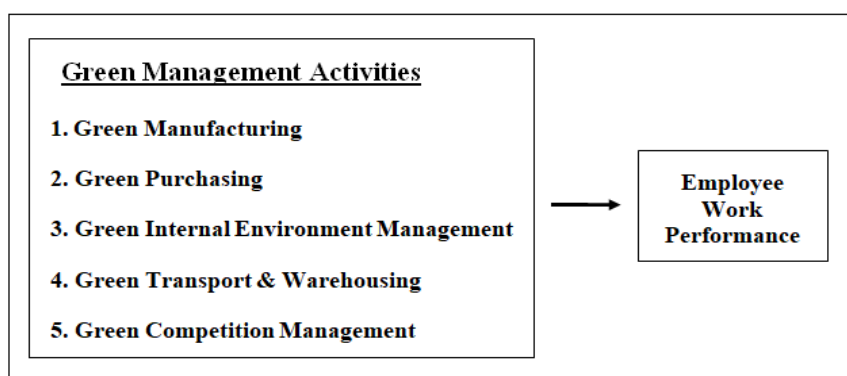


Figure 1: Theoretical Framework for the study

II. Literature Review and Development of Hypotheses

Green Manufacturing (GM) and Employee Work Performance (EWP)

The concept of green manufacturing was represented by Seth et al. (2018) in their study as it is the use of energy-saving technology in the production process. Seth et al. (2018) found a positive relationship between green manufacturing with company outcomes in the agro-industry. Accordingly, a similar relationship has been found by Sharma et al. (2017) where the author explained that green manufacturing is the management against harmful pollution by using carbon emissions and wastage monitoring systems. In addition, Folasayo (2019) found positive outcomes of green management in their research because; this process decreases waste, the use of raw materials, and the cost of production. The most notable industrial 'three Rs' i.e. recycling, re-produce, and re-use program was implemented in the study of Ma et al. (2018). The authors initially assumed a positive association of green management with overall EWP and empirically found the ecological depiction of an organization, in effect, enhances the productivity and strategic EWP. Therefore, based on prior studies the current research proposes the first hypothesis:

H1. Green Manufacturing (GM) has a positive relationship with EWP

Green Purchasing (GP) and Employee Work Performance (EWP)

Prior researchers like Zhang et al. (2018) found significant connectivity of the green purchasing system and organizational productivity. The scholars also revealed that it is an activation process that is linked with minimization, saving, replacing, and other efforts. On the other hand, Chekima et al. (2016) included environmental regulation, pollution control programs, and quality inspectors of producers with green purchasing which ultimately leads to positive outcomes for the organization. In addition, Luthra et al. (2017) advocated that whether or not distributors are ecological stakeholders should also get importance. The scholars added that when it comes to organizational better outcomes, green purchases will focus on training providers to reduce the use of

plastic packaging and environment-harmful products. Similarly, Sharma et al. (2017) argued that the introduction of the green purchasing process enhances the organization's operating efficiency, overall EWP, and reputation. Hence, the second hypothesis of this study can be as follows:

H2. Green Purchasing (GP) has a positive relationship with EWP

Green Internal environmental management (GIEM) and Employee Work Performance

The concept of green internal environmental management (GIEM) was studied by prior researchers, for example, Tian et al. (2018) discussed the engagement of the top executive leadership also with mid-level managers playing a pivotal role in the GIEM successful implementation. In this pertinent, Gleim et al. (2019) and Cao & Chen (2019) supported the concept of Tian et al. (2018) in addition to quality management technologies and environmentally sustainable approaches which can result in a positive outcome for the industry. Previously, Govindan et al., (2015) discussed the role of organizations and state administration in the implementation process of GIEM that will give strength for facing future challenges. In order to prevent the payment of fines for not following rules, Gleim et al. (2019) suggested that organizations must enforce and monitor the ecosystem standards and regulations imposed by the government. On the other hand, Yang et al., (2011) focused the relationships of GIEM with the best EWP by the organizations. The authors suggested that in a business structure, the design of the crisis management team for improved internal climate protection needs to be interpreted on environmental goals, eco-friendly strategic plans, and techniques. It is noteworthy from the prior research of Awasthi&Kannan (2016) that the assigned managers can contribute to improve the efficiency and EWP of the business organization, since the representatives may control and monitor the GIEM system properly. It posits the third hypothesis such as

H3. Green Internal environmental management (GIEM) has a positive relationship with EWP.

5.4 Green Transport & Warehousing (GTW) and Employee Work Performance (EWP)

Previous studies found incorporation in various consumer product companies between the distribution of storehouses, transport, and increased storage efficiency for EWP. For instance, the study of Bartolini et al. (2019) concentrated more on the importance of green transport and storage systems specifically in the food product industry. In addition, Kumar (2015) suggested the protection process of consumer products that have ecological and socioeconomic advantages through green transport and warehousing (GTW). The author also pointed out the increase in stock prices because of the green environment. Similarly, Fahimnia et al. (2015) discussed the GTW system including environment-friendly labeling, green procurement process that ultimately has a positive effect on company EWP. Moreover, another similar research by Evangelista (2014) explored the multi-level uses of transportation, a sustainable production chain that ultimately leads to optimum productivity. Furthermore, an eco-friendly refrigeration system is beneficial in high temperature and humid conditions, which also can give businesses a positive reputation (Adrita, 2020). Likewise, it is worth noting that by ensuring GTW facilities organizations can achieve customer satisfaction (Kumar et al., 2017). In a similar vein, the use of a participatory GTW system also can improve the ecosystem and its operation will contribute to the overall EWP (Gestring, 2016). Therefore, the discussion brings forward the fourth hypothesis:

H4. Green Transport & Warehousing (GTW) has a positive relationship with EWP.

5.5 Green Competition Management (GCM) and Employee Work Performance (EWP)

Establishing green competition management (GCM) in their business processes have become important in promoting competitiveness in the global market (Guo et al., 2020). Previously, scholars in this area like, Hafez al kotob (2015) identified the strategic advantages; improvement of sales, and market share prices if organizations implement green competition management (GCM). In addition, competing companies' approaches for adopting green placed tremendous pressure especially on daily needful product organizations (DeBoer et al., 2017). Moreover, the organization's top management should play a critical catalyst role with the help of GCM to face the market competition (Bendle&Vandenbosch, 2014). In this regard, Parsaiyan et al. (2019) suggested that top-level management inspire and encourage their operational experts to formulate the GCM implementation strategies. Additionally, for training in GCM activities, appropriate policies need to be established (Zhu & He, 2017). The authors also pointed out that the competition from the rivals can be inferred by increasing the organization's best EWP. After a review of prior literature, the current paper assumed the fifth hypothesis like

H5. Green Competitor Management (GCM) has a positive relationship with EWP

III. Methodology

Research design, Measurement, Reliability, and validity

This study uses appropriate and relevant data to analyze the hypothetical relationship among the variables. This study has collected data for this purpose at once and carried out a cross-sectional analysis (Sekaran&Bougie, 2016). Data are collected from the respondents who are working as executives which explains all lower to higher levels of decision-makers in consumer product organizations in Bangladesh. A structured questionnaire was designed to collect this primary data. This questionnaire survey method is appropriate while examining the hypothetical relationship among the proposed variables and constructs (Salkind, 2012). The five activities of the green management system evaluated as the independent constructs in this study including the dependent or focused variable i.e. EWP has been conceptualized by Roy &Khastagir (2016) and Çankaya&Sezen (2019).

The measurement items of these constructs were adapted from prior similar studies such as green manufacturing five items, green purchasing four items, and green internal environment management four items from Çankaya&Sezen (2019). On the other hand, green transport & warehousing are four items and green competition management are four items adapted from Roy &Khastagir (2016). Moreover, the dependent variable EWP was assessed with a five-item measurement developed also by Çankaya&Sezen (2019). In this pertinent, using the argument that many organizations do not want to reveal their precise objective financial data, this study evaluated respondents' subjective perceptions of EWP (economic, social, and environmental). Furthermore, both the independent and dependent constructs were measured using a 5-point Likert scale i.e. from 'strongly agree' to 'strongly disagree'.

Reliability of the items of this study was measured on the basis of composite reliability (CR) whereas, construct validity by item loadings and the test of average variance extracted (AVE) following the parameter of Chin (2010). Furthermore, discriminant validity was also measured based on the Fornell-Larcker criterion suggested by Hair et al. (2013).

Target population, Sample, and Unit:

The target population is the employees who are working as executives in selected consumer product organizations in Bangladesh. The sampling unit is the employees who are working as executives and specially positioned in the head offices of the selected consumer product organizations of Bangladesh. In addition, the total job experience of the sample respondent participant should have more than one year in the existing organization. The extent is the head offices of twenty selected consumer product organizations which are located in Dhaka. However, data has been collected from January 2022 to March 2022.

Sampling technique, Sample size, and Data analysis technique

Convenient sampling technique was utilized for choosing the respondents for the current study. In this sense, as convenient sampling is a non-probability sampling technique, Malhotra and Dash (2016) suggested that in case of unlisted population non probability sampling method should be used. Moreover, this sampling technique is used to collect data from the individuals who can provide only what the researchers are looking for, or only they can fulfill the requirements set by the researchers (Sekaran and Bougie, 2016). The reasons for using non-probability sampling technique i.e. convenient sampling in this study are: firstly, It is less costly, easy to access, and quick (Malhotra and Das, 2016); secondly, Circumspect use of non-probability sampling leads to dependable results (Cooper and Schindler, 2011); Finally, During this COVID-19 the entire country of Bangladesh is in pandemic situation. So, it was difficult to collect data using complex sampling techniques.

Initially, the researchers distributed 400 questionnaires, among them 293 returned and 266 questionnaires found fully filled and correct; perhaps, the rest of them were not found valid. Therefore, the current study finalized the total sample size as 266. In line with this, researchers like Hair et al. (2013) suggested that in the PLS-SEM study sample size of 200 is good enough for any typical research. Moreover, for data analysis 266 questionnaires that indicated a response rate of 66.50% were considered complete because, prior scholars found a reaction rate of 29% in the context of Bangladesh (Rubel et al., 2018). Therefore, the sample size of 266 for this current research is appropriate based on the previous research support.

Two software techniques are used for data analysis. Statistical package for social sciences (SPSS) is used to make the data ready for analysis by data input and to get the descriptive statistics. Partial least square (SMART-PLS) is used to investigate the confirmatory factor analysis (CFA), composite reliability, the validity of items; discriminant validity for constructs; and also the hypothesis test to get the result (Hair et al., 2013).

IV. Results:

Profile of the Respondents

The following table 1 shows the demographic characteristics of respondents:

Table 1: Profile of the Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	164	62%
	Female	102	38%
Educational Qualification	Primary	15	6%
	Secondary	27	10%
	Higher Secondary	35	13%
	General Bachelors	97	36%
	BBA	45	17%
	General Masters	28	11%
	MBA	19	7%
Job Experiences in the Existing Organization till March 2022	1-5 Years	64	24%
	5-10 Years	43	16%
	10-15 Years	39	15%
	15-20 Years	91	34%
	Above 20 Years	29	11%

7.2. Measurement Model

Through the measurement model, this research evaluated confirmatory factor analysis to determine the reliability and validity of the scales. Reliability was measured on the basis of composite reliability (CR) and construct validity by item loadings and AVE test. Furthermore, discriminant validity was also measured based on Fornell-Larcker (Hair et al., 2013) criterion. Based on the parameter of Chin (2010), the minimum criteria for finalizing the items to use for the research would be the value of individual item loadings should be greater than 0.60; AVE > 0.50, and CR > 0.70. Table 2 of this study showed that except GP3 (0.380), GTW2 (0.320), and GCM4 (0.390), all items have greater or bigger scores than the required value or in other words, fulfilled the requirement according to Chin (2010). Hence, the measurement model resulting from the analysis of the present study has successfully completed the criteria of convergent validity (CR). Therefore, the following table 2 is given with the results from the measurement model:

Table 2: Results from the measurement model

Constructs	Item Code	Item Loadings	AVE	CR
Green Manufacturing (GM)	GM1	0.774	0.664	0.873
	GM2	0.739		
	GM3	0.879		
	GM4	0.844		
	GM5	0.832		
Green Purchasing (GP)	GP1	0.771	0.616	0.827
	GP2	0.703		
	GP4	0.871		
Green Internal Environment Management (GIEM)	GIEM1	0.674	0.679	0.838
	GIEM2	0.871		
	GIEM3	0.887		
	GIEM4	0.847		
Green Transportation and Warehousing (GTW)	GTW1	0.867	0.624	0.832
	GTW3	0.783		
	GTW4	0.712		
Green Competition management (GCM)	GCM1	0.820	0.612	0.826
	GCM2	0.745		
	GCM3	0.781		
Employee Work Performance (EWP)	EWP1	0.831	0.669	0.875
	EPW2	0.858		
	EPW3	0.797		
	EPW4	0.838		
	EPW5	0.760		

Note: The items like, GP3 (0.380), GTW2 (0.320), and GCM4 (0.390) had to be removed from the final output of the result from the measurement model because of poor loading (item score < 0.60).

In comparison, the present study has used the test based on the Fornell-Larcker 's guideline (Hair et al., 2013) to determine discriminant validity. In line with this, the Fornell-Larcker parameters suggest that the square root of the values of AVE would be greater than the connectivity of the latent constructs of the actual non-diagonal variables. This research successfully meets the requirements of the test that demonstrates

discriminant validity which can be accepted according to Hair et al. (2013). Furthermore, the composite reliability (CR) of the unnoticed variables was higher than the cut-off value (CR > 0.70). Therefore, in table 3 the results from the discriminant validity are given below:

Table 3: Results from the discriminant validity

	GCM	GIEM	GM	GP	GTW	EWP
GCM	0.782					
GIEM	0.263	0.824				
GM	0.220	0.449	0.815			
GP	0.033	0.134	0.219	0.878		
GTW	0.323	0.283	0.517	0.111	0.789	
EWP	0.411	0.500	0.601	0.192	0.491	0.818

Note: The bold lettered values represented ‘the square root’ of the AVE; and the other values signified the correlation between the constructs.

GM = Green Manufacturing, GP = Green Purchasing, GIEM = Green Internal Environment Management, GTW = Green Transportation and Warehousing, GCM = Green Competition management, EWP = Employee Work Performance

After measuring the ‘reliability’ and ‘validity’ scale of the items, the study formulated the structural model with five constructs of green management (GM) acting as the independent variables, and employee work performance (EWP) treated as dependent variables. From the connectivity among the five dimensions of GM and uni-dimensional EWP, four latent constructs have direct positive contributions on EWP, for instance, GCM ($\beta = 0.227, p < 0.05$), GIEM ($\beta = 0.229, p < 0.05$), GM ($\beta = 0.345, p < 0.05$), and GTW ($\beta = 0.164, p < 0.05$) which found supported result with the assumption. On the other hand, one latent construct i.e. GP ($\beta = 0.077, p > 0.05$) has an insignificant effect on EWP. The results of the direct effects are shown in Table 4 below.

Table 4: Results of the hypothesis tests from the structural model

Paths	Path Coefficient	T Statistics	P Values	2.5% LLCI	97.5% ULCI	Decisions
GM -> EWP	0.345	6.193	0.000	0.234	0.450	Supported
GP -> EWP	0.077	1.599	0.110	-0.016	0.159	Not Supported
GIEM -> EWP	0.229	3.936	0.000	0.116	0.335	Supported
GTW -> EWP	0.164	3.080	0.002	0.058	0.261	Supported
GCM -> EWP	0.227	4.225	0.000	0.125	0.323	Supported

V. Discussion On Findings

The present research investigated the effects of green management on EWP with a special regard to the consumer product industry of Bangladesh. Some results of this study showed supportive or similar outcomes to the prior researchers, whereas, a few found conflicting with previous literature. The first result of this research showed a positive relationship between green manufacturing (GM) and employee work performance (EWP). In line with that, prior researchers Hu et al. (2019) found a similar relationship in the context of IT sector of China, Yu et al. (2019) in the education sector, and Raut et al. (2019) in the agro-industry of India, whereas, Maćkiewicz&Szydłowska (2017) showed an insignificant association between GP and EWP from the point of view of the European tourism sector. In addition, Sharma &Foropon (2019) noted that the green management adaptation would be dissimilar in South Asia in comparison to other developed countries. Moreover, the second result of this study found conflicting or unsupportive with the initial assumption of the study. Hence, the result revealed that green purchasing (GP) has no significant contribution to EWP. In support of that, previous research augments showed some relevant findings from the studies of Folasayo (2019) and Alhamali (2019). Folasayo (2019) in their study revealed that sometimes it becomes difficult to change the traditional business process and establish a new one like the GP system. In addition, Alhamali (2019) explored the reasons or factors behind this kind of results like limitations of manager-worker knowledge level, positive perception of employees in radical change organizational system, and supportive environment for new system adaptation. Whereas Barth &Melin (2018) strongly claimed that green management can change the traditional purchasing system. In this regard, Adrita (2020) included a notable clarification from their research findings that the area of various studies may be similar, but the result can be different because of the diverse nature of the research context, region, tradition, and perception of respondents. Furthermore, the third, fourth, and fifth results of this study found supportive outcomes with the previously predicted hypotheses. In explanation, GIEM, GTW, and GCM all have significant relationships or effects on EWP. In this pertinent, previous research augments of Khan &Mohsin, (2017); Afshar&Jia, (2018), and Hossain, & Khan (2018) supported the present result. For instance, Khan &Mohsin, (2017) and Afshar&Jia, (2018) explored from their findings that because of environmental effects GIEM, GTW, and GCM lead to organizational productivity. Additionally, Hossain, & Khan (2018)

strongly suggested that there is no better alternative than the GMP for facing the global crisis. Therefore, the current research explains the background for these types of results findings is the specific or typical perceptions of employees working in the consumer product sector in Bangladesh. For more explanation, the employees of this industry believe, or their views are like, except purchasing, all other green management activities i.e. manufacturing, transportation, warehousing, completion, and environment management has productive outcomes for the organization.

VI. Conclusion:

Current work can allow corporate executives, regulators, and business leaders to know the implications of the results in the consumer food product (CFP) sector. The administrators need to formulate policies for increasing the EWP of CFP organizations as a whole, based on their limited capabilities. The research findings indicated that GM, GIEM, GTW, and GCM have the biggest effect on the process of EWP. Investigators in this field may conduct theoretical work to improve or strengthen all green management (GM) dimension practices and to coordinate the best operations. Instead, the current research aims to help management teams, regulators, and policy experts to examine the connection between the perceived relevance of GM activities and business EWP. The results of this study may not be legitimate for developed countries as legislation and regulations also vary among countries and other growing economies. Furthermore, it may not be possible to completely or partially apply the framework to other areas of the economy. The emerging research approach can also be used in this study in different other sectors by future researchers.

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