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## Review Paper

# Manager Experience and Skill Impact on Employee Engagement: Literature Review

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### ARTICLE DETAILS

### ABSTRACT

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Now-a-days the environmental issues influence all human activities. Many administrators, environmental engineering and scientist, managers, environmental planners and academic disciplines have integrated green issues into their discussion and literature. This is especially true of marketing. As society becomes more concerned with the natural environment, business have begun to modify their behavior in an attempt to address society's new/modern concept like "Green Marketing". Green marketing incorporates a broad range of activities, including product modification, changes to the production process, packing changes, as well as modifying advertising. Many firms using green marketing, due to multiple reasons - customer pressure, achieve their objectives, social responsibility, government regulations, competitive pressure, and cost or profit issues etc. Indian marketers are going green in new product development, product modification and packaging. Many companies have started offering branded product in several categories – renewable energy, hospitality, fuel, automotive, personal care product, home appliances, etc.; but there are number of potential problems that they must overcome. Many governments have taken steps to steer industries towards replacing polluting technologies and production processes with cleaner alternatives. A carrot and stick policy of rewarding clean manufactures with tax breaks and punishing polluters with penalties has yielded good results in many economies. In short problem influence all human activities, so we have found our own solutions to our problems and that too at local level. We must "Think Globally, Act Locally".

## 1. Introduction

Now-a-days the environmental issues influence all human activities. Many administrators, environmental engineering and scientist, managers, environmental planners and academic disciplines have integrated green issues into their discussion and literature. This is especially true of marketing. As society becomes more concerned with the natural environment, business have Begun to modify their behavior in an attempt to address societies new/modern concept like "Green Marketing", "Environmental Marketing", and "Ecological Marketing". Many governments around the world have become so concerned about green marketing activities that they have attempted to regulate them.

## 2. Concept

In the 18<sup>th</sup> – 19<sup>th</sup> century the problems of pollution were simple and solutions could be found by making certain amendments in the processes and technology. In the 20<sup>th</sup> century, the environmental problem are very serious, environmental stresses and strains have become general phenomena. One business area was environmental issues have received a great deal

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of discussion in the popular and professional press is marketing. Terms like “Green Marketing”, “Environmental Marketing”, and “Ecological Marketing”. While Green Marketing came into prominences in the late 1980s and early 1990s. The first workshop on ecological marketing in 1975 (The American Marketing Association) and the first book on green marketing entitled “Ecological Marketing” in 1976 by Henion and Kinnear.

### 3. Meaning

A majority of people believe that green marketing refers solely to the promotion or advertising of products with environmental characteristics. Terms like phosphate free, recyclable, refillable, ozone friendly, and environmentally friendly are some of the things consumers most often associate with green marketing. While these terms are green marketing claims, in general green marketing is much broader concept, one that can be applied to consumer goods, industrial good and even services. Thus, green marketing incorporates a broad range of activities, including product modification, changes into the production process, packaging changes, as well as modifying advertising.

Polonsky defines green marketing as “all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment”. This definition ensures that the interests of the organization and all its consumers are protected, as voluntary exchange will not take place unless both the buyer and seller mutually benefit. And also includes the protection of natural environment by attempting to minimize the detrimental impact this exchange has on the environment.

### 4. Importance

Green marketing has increased in importance is quite simple and relies on the basic definition of economics “economics is the science which study human behavior as a relationship, between ends and scarce means, which have alternative uses” (Lionel Robinson’s); “economics is the study of how people their limited resources to try to satisfy unlimited wants” (Mc Taggart).

These definitions show that mankind has limited resources on the earth, with which they must attempt to provide for the world's unlimited wants. In market societies where there is freedom of choice, it has generally been accepted that individuals and organization have the right to attempt to have their wants satisfied. As firms face limited natural resources, they must develop new or alternative ways of satisfying these unlimited wants. Ultimately, green marketing looks at how marketing activities utilize these limited resources, while satisfying consumers wants, both of individuals and industry, as well as achieving the selling organizations objectives.

### 5. Reasons

Few academic disciplines through the lecture, there are several suggested reasons for firms increased use of green marketing are:

1. *Consumer pressure*: The green peace movement succeeded in bringing environmental into the mainstream. It highlighted the danger of unbridled exploitation of natural resources and degradation of the natural environment, it appears that all types of consumers, both industrial and individual are becoming more concerned and aware about the natural environment. So, they had modified their behavior including their purchasing behavior due to environmental reason. As demand change, many firms see these changes as an opportunity that can be used to achieve their objectives.
2. *Social Responsibilities*: Over the past decade businesses are under increasing pressure to fulfill their social responsibilities and shun reckless pursuit of profit. Corporate citizenship and corporate social responsibilities are two such manifestations. Many firms are beginning to realize that they are member of the wider community and therefore must behave in an environmentally responsible fashion. This translates into firms that believe they must achieve environmental objectives as well as profit related objectives.
3. *Government Regulations*: Realizing the importance of protecting the environment, governments put in place regulations to force industries to replace polluting manufacturing processes and materials with greener alternatives. As with all marketing activities governments want to protect consumer and society, this protection has significant green marketing implications. Governmental regulations relating to marketing are designed to protect consumer like reduce production of harmful goods or buy products, modify consumer and industries use and or consumption of harmful goods or ensure that all types of consumers have the ability to evaluate the environmental composition of goods. Government regulation designed to control the amount of hazardous waste products produced by firms. Many by-products of production controlled through the issuing of various environmental licenses, thus modifying organizational behavior.

4. *Competitive pressure:* Another major force in the environmental marketing area has been firms desired to maintain their competitive position. In many cases firms observe competitors promoting their environmental behaviors and attempt to emulate this behavior. In some instances, this competitive has caused an entire industry to modify and thus reduce its detrimental environmental behavior.
5. *Cost or Profit issues:* Firms may also use green marketing in an attempt to address cost or profit related issues. Disposing of environmentally harmful by-products, many products are becoming increasingly costly and, in some cases, difficult. Therefore firms that can reduce harmful wastes may incur substantial cost savings. When attempting to minimize the waste, firms are often forced to re-examine their production processes. In these cases, they often develop more effective production processes that not only reduce waste, but reduce the need for some raw materials. This serves as a double cost savings, since both waste and raw materials are reduced.

## 6. The Indian Initiatives

*Green marketing in India: Initiatives taken by the government as well as by various organizations*

Considering the importance of the environment for human beings, the Indian Government as well as various organizations are taking 'green initiatives' for the sake of environmental protection and sustainability.

*Initiatives taken by organizations:*

Various initiatives have been taken by various organizations for adopting environment friendly practices/ green practices, some of them are as follows: -

- HCL launched HCL ME 40, its range of eco-friendly notebooks. HCL claims that it is an ecofriendly notebook free from polyvinyl chloride (PVC). Further, this product was given a five-star rating by the Bureau of Energy Efficiency. They also meet REACH (REACH is the European Community Regulation on chemicals and their safe use) standards and are 100% recyclable and toxin free (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- In 2007, Voltas (Tata Group) launched the 'Green' range of air-conditioners, following which it was made mandatory by the government to have energy star ratings for electronic home appliances. Energy Star is a well-known international standard for energy efficient consumer products that originated in the United States (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- Wipro also launched eco-friendly desktops which were introduced under the Wipro Green Ware initiative, with an aim to cut down e-waste. The systems launched are toxin free and operate under a total recycling policy. Wipro has 17 e-waste collection centers in India where products are collected and recycled, and 12 Wipro campuses in the country have been certified as green buildings (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- ACC recently launched its eco-friendly brand, 'Concrete+'. This brand uses fly ash (a hazardous industrial waste) to help conserve natural resources as dumping of fly ash is a major environmental problem, thus making it an eco-friendly product. The new product has been designed exclusively to ensure high durability (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- MRF launched eco-friendly tubeless tyres MRF ZSLK, which are made from unique silica-based rubber compounds and promises to offer fuel efficiency for vehicle owners (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- Pidilite has launched environment friendly synthetic resin adhesive named Fevicol AC Duct King Eco Fresh. It is claimed to be the first eco-friendly adhesive of India and boasts of being an all-in-one adhesive. The company officials say that this water-based adhesive spreads easily and smoothly at room temperature, without emitting any harmful fumes and is suitable for residential as well as industrial projects (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- Haier India took the green initiative by launching its 'Eco-Life' series electronic products aimed at designing smart and environment friendly products that should fulfill environmental norms along with meeting customers' needs. The range of electronic products the company is offering through this series includes refrigerators, all ranges of automatic washing machines, split and window air conditioners, a wide range of water heaters and LED & LCD TVs (Rediff.com: Here are some of India's Leading 'Green' Companies, 2011).
- P&G India introduced compact detergents in India for Ariel and Tide using fewer raw materials and packaging material, while ensuring superior consumer value. P& G India also redesigned the pump package of their beauty product Olay, which reduces plastic consumption and is 25% lighter than the earlier packaging. Re-designing the pump package has saved over 400 tons of packaging a year (the weight of a Boeing 747) (P&G, 2013).
- SBI is using eco and power friendly equipment which consumes less electricity in its new ATMs, which has helped SBI to save power costs and earned it carbon credits. SBI opened its first green banking branch at Jot soma Science College in Kohima under the green banking initiative of State Bank of India (The Times of India, 2012).

### *Initiatives taken by the government*

The following are the initiatives taken by the Government of India: -

- The Reserve Bank of India has requested the Non-Banking Financial Corporations (NBFCs) to take proactive steps and initiatives to increase the use of electronic payment systems, and to gradually phase-out cheques and eliminate post-dated cheques in their routine business transactions as a part of "Green Initiative" (Department of Financial Services, Government of India : Green Initiative Master Circular, 2012).
- The Finance Minister announced ` 600 crore for green initiatives in the Union Budget, 2011 mainly for the protection and regeneration of forests and for environmental management (government , 2011).
- The Government has set up various standards for environment protection such as energy efficiency standards for appliances (refrigerators, air conditioners, tube lights, transformers, and other electrical appliances), energy conservation building code (ECBC), and fuel efficiency/emission norms for vehicles (Ministry of Environment and Forest, Government of India, 2010).
- The Ministry of Corporate Affairs (MCA), Government of India has taken a 'Green Initiative in the Corporate Governance' vide its Circular Nos. 17/2011 dated 21.04.2011 and 18/2011 dated 29.04.2011 which enables the entity to deliver all important documents to shareholders in the electronic form (i.e. to their e-mail address) that have been registered with the depository participants, including the notice of extra ordinary general meeting, annual general meeting, director's reports, audited financial statements, and so forth (Octane Research, 2013).
- In the Government's report of annual Indian economic survey 2011-2012, sustainable development and climate change was introduced for the first time, where lower-carbon sustainable growth was proposed as a central element of India's 12th five-year-plan (Patankar, 2012).
- According to an estimate, India spent approximately US\$45 billion on green IT and sustainability initiatives in the year 2012, and the figure may reach US\$70 billion by 2015, fueled by the Government's push for greater adoption (Yap, 2012).

### **7. Problems**

Number of problems to with going green are: The main problem is that firms using green marketing must ensure that their activities are not misleading to consumers or industry and do not bridge any of the regulations or laws dealing with environmental marketing; Another problem firm face is that those who modify their products due to increased consumer concern must contend with the fact that consumer perceptions are sometimes not correct; When firms attempt to become socially responsible, that may face the risk that the environmentally responsible action of today will be found to be harmful in future; While governmental regulation is designed to give consumer to opportunity to make better decision or to motivate them to be more environmentally responsible, there is difficulty in establishing policies that will address all environmental issues; Blindly following the competition can have costly ramifications; The push to reduce cost or increases profit may not force firm to address the important issue of environmental degradation.

*High Initial Cost:* The cost of adopting green practices in organizations is very high at the initial level, so most of the organizations, mainly small-scale organizations, try to escape from adopting green practices because of their concern for short run profits. However, adopting green practices in the long run ensures profitability as well as growth. Based on their study conducted among small and medium scale manufacturers in Mumbai, Welling and Chavan (2010) concluded that the adoption of green marketing may not be easy in the short run, but in the long run, it will definitely have a positive impact on the firm. According to Lindner (2008), most of the eco-friendly improvements in organizations do require some capital at the initial level, but this initial investment can also result in significant cost savings in the future and drive revenues in the long run.

*Price Sensitive Consumers:* From the consumers' point of view, green products are costly as consumers need to pay premium prices for these products. Price is among one of the important attributes for which consumers are concerned while purchasing the products (Pillai, 2013). As the Indian market is price sensitive, so most of the consumers may not be willing to pay extra, and those who are willing to pay extra are mostly up to a limit of 5-10% for green products (Pandurangarao, Basha, & Satya Kumar, 2011) or a marginal extra price for green products (green automobiles) (Thakar et al., 2009). So, the marketer should keep this in mind while devising a pricing strategy for green products.

*Low Awareness Among Consumers:* About Eco-Mark: In 1991, voluntary labeling scheme 'Eco-Mark' was introduced by the Ministry of Environment and Forest (MOEF), Government of India for certification of environment friendly products by the Bureau of Indian Standards (BIS). However, the industries did not respond to this initiative, and only a few companies took

licenses from Eco-Mark, Bureau of Indian Standards. No initiative was taken by the organizations to generate awareness among consumers, so awareness among consumers about Eco-Mark is very low (Dey, 2007).

*Green Washing or Green Sheen:* Green washing or green sheen means making false environmental claims by the marketers or organizations about their products and services. Most of the cases of green marketing are deceptively used by marketers to promote the perception that an organization's aims and policies are environmentally friendly just to increase profits or to gain Vol-3 Issue-4 2017 IJARIE-ISSN (O)-2395-4396 6296 www.ijarie.com 2217 political support. It creates a negative perception among people about these products and services. For example, a documentary A World without Water emphasized on exploring the issue of water scarcity and highlighted the water stressed areas in third-world countries. As an example, the team investigated a Coke factory that pumps water from beneath the sands of Rajasthan to make cold drinks and packaged water. Since the factory started working there, local wells and other water sources have run dry every year because Coke extracts 3 liters of water for every liter of soft drinks it makes. However, Coke India claims to be involved in various activities such as recycling, water stewardship, energy management, and climate protection through its sustainability report. Such claims may create negative perception among consumers about environment friendly practices adopted by the organizations (Mirza, 2012).

*Lack of Standardization:* It was found that only 5% of the marketing messages from green campaigns are entirely true and there is a lack of standardization to authenticate these claims (Mohan Sundaram, 2012). Hence, before making any green claims about their products and services, the marketers need to authenticate the claim - how their product is green, whether their packaging is eco-friendly, or whether the process used is eco-friendly. Consumers now are more aware of green products and services, so before paying any premium for green products and services, they will look for authentication, and false claims will lead negative perceptions about the organization as well as its green practices. The concept of green marketing is new to India, hence; marketers should play an important role in educating the consumers and creating awareness about green products. Price is still an important concern in the Indian market, so firms should keep this point in mind while charging premium prices for their products, and they should make sure that along with environmental benefits, the product is able to fulfill the needs and wants of the consumers.

## 8. Conclusion

Green covers more than a firm's marketing claims. While a firm must bear much of the responsibility for environmental problem. Consumer and industrial buyers, suppliers overly committed to improving their environment, another may take too much responsibility on industry and government. Many governments have taken steps to steer industries towards replacing polluting technologies and production processes with cleaner alternatives. A carrot and stick policy of rewarding clean manufacturers with tax breaks and punishing polluters with penalties has yielded good results in many economies. In short, environmental problem influences all human activities, so we have found our own solutions to our problems and that too at the local level. We must *"Think Globally, Act Locally"*.

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