

Challenges for the development of green organizations

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Abstract

The ecological nature and similarity of the organizations to the ecosystem, is one of the important topics discussed in the field of the theory durable and sustainable development practices. What is more, being a “green organization” has become not only fashionable, but also beneficial. Ecological issues are discussed in many documents formulated by both private and public entities. Many organizations try to call themselves “green” or “sustainable”, therefore there is no consistent definition of such green organization. The aim of this article is to present a chosen definition of a green organization and to identify challenges for their development. The article adopts qualitative methods that distinguishes two main aspect of the possible defining of green organizations and then to biggest issues they have to face.

Keywords: green jobs, green management, qualitative analysis

1. Introduction

The natural environment has become a key strategic issue in both the business and academic communities (Bezdek et al. 2008; Pakzad and Osmond 2016). Through implementing sustainability strategies, business can integrate long-run profitability with their efforts to protect the ecosystem, providing them with opportunities to achieve the traditional competitive advantages of cost leadership and market differentiation via environmental responsibility (Mishra 2017). The green organizations which, after brown organizations, are the next stage in the development (Laloux 2014). Green organizations reflect the green stage of consciousness, which strives for harmony, tolerance and equality. While retaining a pyramidal structure, green organizations focus on empowerment to lift motivation and to create great workplaces (Laloux 2014; Mishra 2017). Then there are two main approaches, which states that green organizations are organized groups of people that aim to advance sustainability (Bloskas et al. 2013) or business entities who perform those actions towards actively organizing sustainably (Kryk 2011; Xing et al. 2019). Despite definitional problems which revolves around common points or definitions, there are other challenges more related to the development of green organizations.

2. Green Organizations

The Environmental Goods and Services Sector (EGSS) is artificially defined concept based on the existing sectors of economy, but defined only by Eurostat. The green organizations are created mostly but not exclusively among five sectors which contribute to the EGSS, and their development is part of transition towards the green economy (European Environment Agency (EEA) 2018). In the EGSS According to EEA the employment trends in EGSS were mainly driven by the growing importance of activities that manage energy resources, in particular the production of energy from renewable sources, the production of wind and solar power stations, and equipment and installations for heat and energy saving (European Environment Agency (EEA) 2018).

There are three main features of green organizations. First, green organizations treat the environment as a valuable resource that should be protected (Witek-Crabb 2014). Furthermore, high sensitivity to the environment means that they undertake activities aimed not only at protecting it but also at improving its conditions (Xing et al. 2019). The second feature is a strong organizational culture. Organizational culture can be defined as a system of an assumptions, values and social norms that stimulate the behavior of members of the organization that are important from the point of view of realizing formally adopted goals (Mishra 2017). However, a strong organizational culture is characterized by a high intensity of such features as: degree of dissemination, depth of rooting or clarity of cultural patterns (Mishra 2017). So green organizations have a strong organizational culture whose fundamental value is the natural environment (Grudziński and Sulich 2018). The third feature is the low level of a centralization. This means that such organizations are not control-oriented and have a large openness to signal from distant parts of the organization. What is more, projects that come directly from employees are implemented. The scope of these projects covers activities in the field of CSR (Maclean et al. 2018).

3. Green Organizations Development Challenges

Green organizations' challenges come from their characteristics and mentioned lack of the single statistical definition (Mishra 2017) which could be helpful for their assessment. Most important challenges are worsening environment conditions, changes in the cultural environment outside and inside the organizations, and finally the lack of the relationship measures inside the green organizations (to facilitate integration between departments or stimulate top-management support etc.). Green organizations are based on the green management, and their activity is in the opposition to the growing anthropopresure. Their development is therefore endangered as the natural environment they want to protect. Their internal and external relations has to be managed in the new way, and answer for that is proposed by Mishra (2017) the green human resource management (GHRM) together

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- with Corporate Social Responsibility (CSR). This challenges are biggest limitation to the green organizations.

4. Conclusion

Green organizations can be identified as achieving economic, social and environmental goals and which contribute to the business ecosystem by building sustainable and durable value. These organizations are created mainly in the green sectors of the modern economy. There are three attributes which do not entirely cover the characteristic of the green organization, they are also areas of their challenges.

Authors of this conference paper are going to present extended version of their work based on structured literature review and qualitative methods of analysis.