



Influences of Green Management Policies and Sustainability Practices on Reputation: The Case of International Bank of Azerbaijan (IBA).

Sariyya Talibova
ADA University
Class of MBA 2022

Submission Date: 3 October 2022

Supervisor: Dr. Jeyhun Mammadov

This paper was submitted to fulfil the partial requirements for the Master of Business Administration degree at ADA University

Table of Contents

Abstract.....	5
1. INTRODUCTION.....	6
1.1 Problem Statement and Significance of the Study.....	6
1.2 Green Management and Azerbaijan.....	7
1.3 Research Objectives and Questions.....	10
2. LITERATURE REVIEW.....	12
2.1 Green Business and Management Practices.....	12
2.1.1 Meaning of a “Green Business”.....	17
2.1.2 Internal Green Management.....	18
2.1.3 Supplier Green Management.....	19
2.1.4 Customer Green Management.....	19
2.2 Green Production Practices.....	20
2.3 Green Marketing Practices.....	23
2.3.1 Green Product.....	25
2.3.2 Green Price.....	26
2.3.3 Green Promotion.....	26
3. OUTLOOK OF GREEN MANAGEMENT PRACTICES.....	27
3.1 Green Consciousness of Customers in Azerbaijan.....	27
3.2 Green Consciousness of Customers in European Union.....	28
3.3 Environmental and resource efficiency of Azerbaijan’s economy.....	28
3.4 Level of Environmental Concern in Developed and Developing Economies.....	29
3.5 Relationship Between Green Management Practices and Corporate Reputation.....	31
4. RESEARCH METHODOLOGY.....	34
4.1 Research Approach.....	34

4.3 Qualitative Study	40
5. RESULTS AND DISCUSSIONS	44
5.1 Quantitative Study Results.....	44
5.1.1 Demographic Analysis of the Quantitative Study.....	44
5.1.2 Reliability and Validity Analysis of the Corporate Reputation Scale.....	45
5.1.2 Reliability and Validity Analysis of the Green Management Practices Scale	47
5.1.3 Descriptive Analysis for the Quantitative Study.....	49
5.1.4 Two Independent Samples T-test according to Demographic Variables	50
5.1.5 Simple Regression Analysis and Hypotheses Summary	53
5.1.6 Discussion of the Findings of the Quantitative Analysis	54
5.2 Results of the Qualitative Analysis	56
5.2.1 Discussion of the Findings of the Qualitative Study.....	67
6. CONCLUSION AND LIMITATIONS	71
6.1. Conclusion	71
6.2. Limitations	73
References.....	75
APPENDIX A: SURVEY QUESTIONS FOR QUALITATIVE STUDY	84
APPENDIX B: STRUCTURED INTERVIEW RESEARCH QUESTIONS	86
APPENDIX C: QUESTIONNAIRE FORM FOR THE QUANTITATIVE STUDY.....	88

Table of Figures

Figure 1. Conceptual Model.....	38
Figure 2. Demographic Statistics of the Quantitative Study.....	44
Figure 3. Results of the path analysis on the conceptual model.	53
Figure 4. Gender Statistics of Respondents.	57
Figure 5. Age Statistics.	58
Figure 6. Survey Question 1: Awareness of the respondents.....	58
Figure 7. Survey Question 2: The main goals of companies in green management.	59
Figure 8. Survey Question 2: Respondents attitudes towards green character of products.	60
Figure 9. Survey Question 3: Significance of Environmental character of companies that produce goods which respondents are willing to buy.	61
Figure 10. Survey Question 4: Checking the instructions of products and services.	61
Figure 11. Survey Question 5: Does product recycling motivate the customer?.....	62
Figure 12. Survey Question 6: Whether the company’s ethical principles influence the purchase of the product?	63
Figure 13. Survey Question 7: Do our respondents choose brands of goods and services based on their environmental practices in the past 12 months of purchasing decisions?.....	64
Figure 14. Survey Question 8: Are our respondents firm in their decisions regarding the goods and services they purchase?.....	65
Figure 15. Survey Question 9: The importance of corporate social responsibility and philanthropic activities of companies and businesses for customer purchase.....	66
Figure 16. Survey Question 10.	66
Figure 17. Survey Question 11: Paying more while considering the environmental qualities of the product.	67

Table of Tables

Table 1. Cronbach alpha test results for Corporate Reputation Scale.....	45
Table 2. KMO and Bartlett Test Results for Perceived Corporate Reputation Scale.	46
Table 3. Factor Loads of Corporate Reputation's Dimensions.	46
Table 4. Cronbach alpha test results for Green Management Practices scale.....	47
Table 5. KMO and Bartlett Test Results for Green Management Practices Scale.....	48
Table 6. Factor Loads of Green Management Practice' Dimensions.	48
Table 7. Descriptive Statistics.....	49
Table 8. Independent Samples T-test according to gender.	50
Table 9. Independent Samples T-test according to age.....	51
Table 10. Independent Samples T-test according to educational attainment.....	51
Table 11. Independent Samples T-test according to marital status.....	52
Table 12. Hypotheses Results.	54

Abstract

In order to reduce their environmental effect, corporations have come under increasing pressure over past few decades to take full responsibility for their business activities. These green processes that businesses are using to implement green practices have evolved as a result of growing stakeholder demands and pressures. Thus, a total effect of adopting various green practices on a firm's corporate reputation is examined in this thesis. A success of each of these activities is evaluated in relation to an organization's corporate reputation. Investigated is degree to which various environmental drivers, non-coercive pressures, such as customer pressures have an impact on corporate reputation as well as what is the impact of the green management practices on the corporate reputation. To that end, both qualitative and quantitative analysis were carried out. I have applied a qualitative method of analyzing results of survey results relating results with findings from review of previous literature on this particular topic. Our findings from qualitative study indicate that customers in Azerbaijan have increased their environmental awareness and they evaluate individual businesses based on their environmental, social practices, and green management strategies. A majority of people in Azerbaijan take environmental character of products into consideration when they purchase products according to results of our survey. What regards the quantitative study, the effect of green management practices of the International Bank of Azerbaijan on employees' perception of corporate reputation was examined. In this context, 84 responses consisting of 23 survey questions were collected from different departments of the International Bank of Azerbaijan. The measurement scales of green management practices and corporate reputation scales were adopted from DesJardin (2005) and Fombrun et. al. (2000), respectively. The data obtained were analyzed and interpreted using the STATA statistical software package. For both scales, validity and reliability analyses were performed and explanatory and confirmatory factor analysis was applied to test the validity of the model, and then path analysis was performed for hypothesis tests. As a result of the quantitative study, it was determined that green management practices variable has a positive significant impact on perceived corporate reputation.

Keywords: Green Management, Corporate Reputation, Qualitative Study, Quantitative Study, International Bank of Azerbaijan.

1. INTRODUCTION

1.1 Problem Statement and Significance of the Study

For past thirty years, one of most significant topics in management study has been corporate reputation (Veh et al., 2019). A wide range of researchers in this field consider an organization's reputation as its wide appeal (Fombrun, 1996), renown and worth (Smith et al., 2010), an indicator of major business traits (Brammer & Pavelin, 2004), and attributes deriving from earlier actions (Weigelt & Camerer, 1988, p. 443). This phenomenon has implications for business practice (Köseoglu et al., 2019), as it is one of a few substantial intangible assets (Rindova & Martins, 2012) capable of carving out competitive advantage (Saeidi et al., 2015) and influencing financial performance (Martinez et al., 2017).

According to Eccles et al., (2007), outstanding persons are attracted to business firms having a strong favorable reputation. They are seen as providing greater value, allowing them to charge a premium on a regular basis. Clients of this type of business are more loyal and buy a wider range of services and goods that a business is retailing. These companies do have advanced market value as well as price-earnings multiples and, as well as lower costs of capital, since market believes they will continue to profit and develop. Furthermore, in economies where intangible assets such as intellectual property, brand equity, and goodwill account for more than half of market value, corporations are vulnerable to anything that damages their reputations in particular (Eccles et al., 2007).

Corporations have used general management practices to carry out their activities for many years, with little regard for environmental repercussions. Commercial organizations have traditionally used conventional measures, such as corporate social responsibility policies, to improve their reputation. Nonetheless, in today's world, people are becoming more conscious of ecology, their environmental footprints, and methods to improve environmental situations. For instance, increase in number of people using recyclable things, recycling, driving carbon-free automobiles, and purchasing products from firms that are not testing their products on animals before selling for human use or firms that are using recycled garbage as a core material are a few examples.

People have boosted their awareness on that commercial entities and business have been causing and intensifying environmental damage by overusing natural resources, destroying flora and fauna, and creating extensive amounts of toxic and solid waste in all forms: air, water, and soil pollution, all of which contribute to growing global social and economic inequalities. As a result, some businesses have begun to implement management strategies aimed at reducing or preventing additional environmental damage, giving rise to phrase "green management" in management strategies for sustainable operations.

Abdelzaher and Newburry (2016) give a framework in which they investigate key components and procedures of corporate environmental management and evaluate impacts of green policies on reputations of companies that are listed among Fortune 500 US companies in an empirical way. Their findings point to a positive significant correlation, with environmental initiatives serving to somewhat mitigate this link. Main findings of this study highlight need of focusing on firm-level green management in order to establish a green reputation and separate oneself from plethora of companies that claim to be environmentally conscious or "green." Further empirical investigations have shown that green management techniques have a considerable and favorable influence on business reputation and environmental performance (e.g., Baah et al.,2021).

Considering motivations behind use of green management strategies and their effects on reputations from viewpoint of commercial organizations has proved to be significant for both academics and practitioners. However, there is a significant study vacuum in terms of how reputation pressure fosters and influences acceptability of performance of commercial institutions and green management practices in small and emerging economies such as Azerbaijan. As a result, links between reputation of commercial firms and green management practices of those firms operating in Azerbaijan are investigated in this study.

1.2 Green Management and Azerbaijan

For very first time, EU Business Climate Survey in 2020 queried European companies on existing Environmental practices on their organizations. Outcomes were overwhelmingly favorable (EU Business Climate Report, 2020). Over 70% of European firms in Azerbaijan operate in accordance with ecological guidelines. Utilization of technology for fuel efficiency (37 percent), pollution decrease (34 percent), expenditures on ecological initiatives, and usage of ecological

products or packaging proved to be most popular practices (EU Business Climate Report, 2020). According to findings of interviews, enterprises in Azerbaijan are struggling due to lack of unique green programs and chances (EU Business Climate Report, 2020). Prioritizing green economic growth will be difficult as long as traditional energy is abundant and inexpensive in Azerbaijan. Present oil products constitute more than 90 percent of Azerbaijan's exports, while oil and gas sector accounts for around 38 percent of country's GDP (EU Business Climate Report, 2020). Despite fact that Azerbaijan has passed regulations to strengthen ecological preservation and promote greener future, there is a need to undertake programs aimed at greening growth of SMEs (EU Business Climate Report, 2020). This contains present tax and customs incentives provided to green enterprises functioning in authorized Special Economic Zones. In terms of green energy adoption, lengthier turnaround duration for green energy facilities, more difficult it is for SMEs to establish this industry owing to financial restrictions (EU Business Climate Report, 2020). Special loan programs aimed at sustainable energy initiatives would help Azerbaijan strengthen this industry.

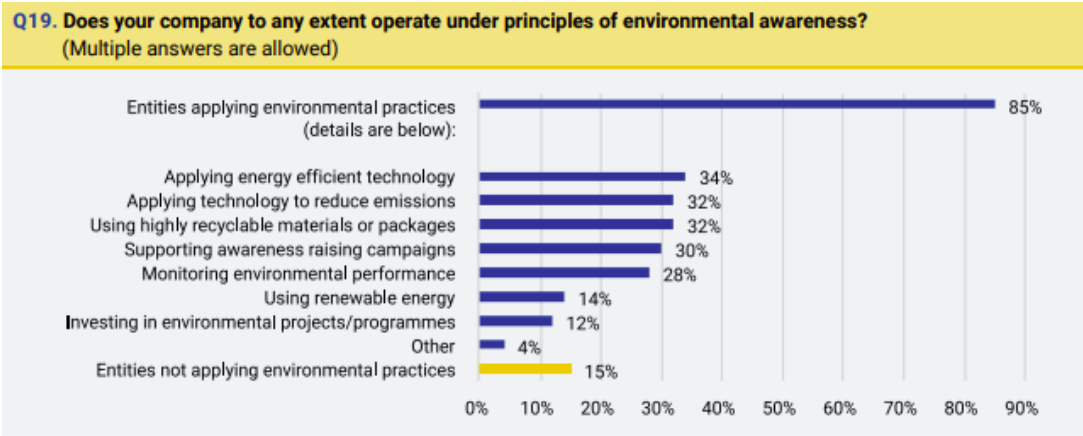


Figure 1

Source: EU Business Climate Report, 2021

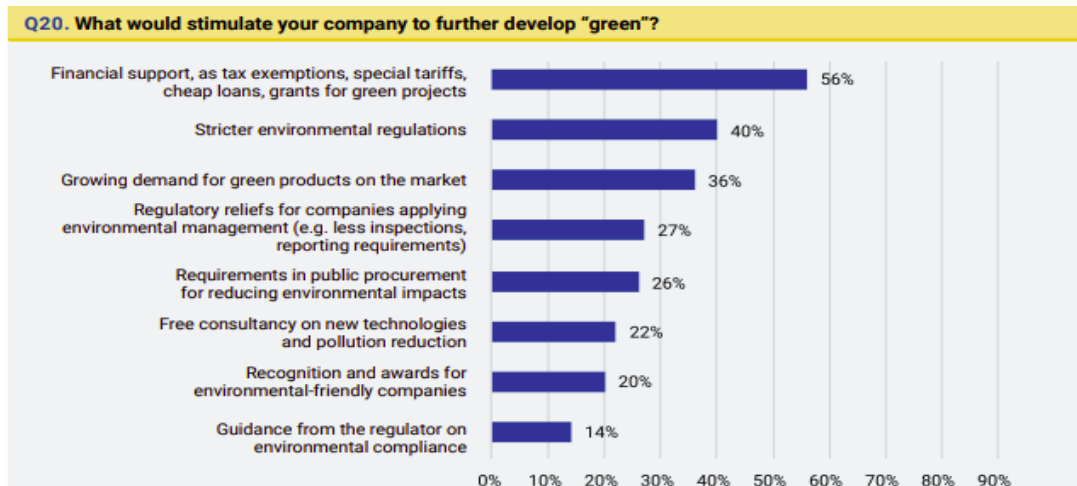


Figure 2

Source: EU Business Climate Report, 2021.

Recognizing its critical reliance on one industry, Azerbaijan seeks to expand its industry and pursue green development. Azerbaijan, together with Eastern Partnership (EaP) nations, dedicated to objective of transitioning to a sustainable industry in "Eastern Partnership" Summit Declarations of 2013 and 2017, and in many other global forums. As part of Environment for Europe process, Azerbaijan decided to make a consensual dedication in 2017 in shape of "Batumi Initiative on Green Economy Actions by Azerbaijan" until 2030, with purpose of bringing to renewable advancement objectives and application of Azerbaijan's nationwide governmental programs.

Policy	Description
Azerbaijan 2020: Look to the Future	Approved in 2012 by President Ilham Aliyev. Azerbaijan 2020 highlights the possible impact of climate change on the country's society and economy, and the importance of preparing necessary policy measures. It also states that the amount of energy used to produce one unit of GDP as well as the amount of CO ₂ will need to be in line with the appropriate indicators of OECD member countries towards 2020.
Action Plan on improvement of the ecological situation and efficient use of natural resources for 2015-2020	The Plan highlights the importance of developing, amongst other things: i) the National Adaptation Plan (NAP), and ii) nationally appropriate mitigation action (NAMA) that incorporates elements relating to measurement, reporting and verification (MRV) systems.
State Strategy on Use of Alternative and Renewable Energy Sources (2012-2020)	This strategy was prepared to promote development of a range of renewable energy sources in the country. The measures to be taken include: determination of main directions towards 2020 on electric and thermal power production from alternative and renewable sources; enforcement of legislative frameworks; incentive measures (e.g. feed-in-tariffs and direct subsidies); implementation of projects on alternative and renewable energy development.
State Programme for the Socio-economic Development of the Regions of Azerbaijan for the period 2014-2018	This State Programme is effectively the country's national sustainable development strategy, although its primary focus is poverty reduction.
Law on Protection of Atmospheric Air	The legal framework for establishment of regulations for air pollution and emissions and defines the responsibilities of different agencies to elaborate standards and thresholds for air pollution.
Law of the Azerbaijan Republic on Utilisation of Energy Resources	The law determines the main direction of the implementation mechanism of the legal, economic and social basis of the State policy related to energy resource utilisation and regulates the relation between the State and legal entities in this sphere.

Azerbaijan committed to improving natural capital quantification and appraisal; promoting the internalization of externalized costs and greener utilization of natural capital; enhancing ecologies and ecosystem services as portion of environmental facilities; shifting customer behavior toward greener consuming habits; promoting green and equitable exchange; increasing green and respectable job opportunities while working to develop the required human capital; and improving access to services, health, and education. In December 2016, it unveiled a comprehensive roadmap for growth of domestic economy and 11 important industries, with medium or long reform and growth targets.

1.3 Research Objectives and Questions

One of key goals of this research paper is to look at relationship between business reputation and green management in order to acquire a better understanding of subject. In order to compare studies and comprehend general interconnection between these topics, this research will be examining existing literature as well as empirical researches conducted on this relationship. It is true that Azerbaijan as a growing economy is one of fossil-fuel rich countries of our world, which is accounting for bulk of its annual GDP since its establishment following demise of USSR. In Azerbaijan, however, issues about sustainable management, minimizing carbon footprints on atmosphere and environment, and applying ecological methods of production and waste

management are being considered by government and public. As we know, nowadays, one of concerns confronting mankind is disturbance of world environmental equilibrium as a result of rapid industrialization over centuries, which has a significant influence on the socioeconomic condition of every nation. Each of these factors has a direct impact on country's social and economic life, making it a crucial aspect to consider when formulating suitable policy measures. Goal 14 of sustainable development goals is conserving and using oceans, seas, and marine resources for sustainable development (Chams and Garcia-Balndon, 2017). Azerbaijan is endowed with various streams and water basins, and it neighbors Caspian Sea. As a result, this SDG-specified target is important for Azerbaijan. Azerbaijan's ecological difficulties, regional or local, are related with centuries of oil extraction using inefficient techniques, with no regard for ecological ramifications (Chams and Garcia-Balndon, 2017). "National Action plan for Preservation and Responsible Utilization Biodiversity in Republic of Azerbaijan for 2019-2025" was adopted in 2018 (Chams and Garcia-Balndon, 2017). This plan will help to accelerate execution of changes in this area, as well as improve environmental and biodiversity preservation in general from negative externalities of oil and gas as well as fishing industry (UN, 2020).

Green human resource is application of human resources management strategies in such a manner as to encourage efficient utilization of resources in business entities in order to execute eco-friendliness and encourage ecological efficient conservation processes in order to maintain a healthier ecosystem by boosting worker consciousness and dedication to problems related to sustainability (Sachin and Aradhana, 2019). Green HRM is a growing and potential sector in ecological growth of organizations. Utilizing this approach in all HR operations, we may maximize our assets and gain a competitive advantage. By matching its procedures and procedures with sustainability goals reflecting eco-friendly which can benefit company goals, HR functions can become a catalyst of environmental protection inside firms (Sachin and Aradhana, 2019). It entails implementing ecological human resources activities that result in: increased efficiency with incentive and reduced costs, as well as improved employee involvement and retention.

As a result, one of main goals of this research is to learn about perspectives of Azerbaijani consumers and determine whether they accept green management as a criteria and key element when selecting and purchasing goods and services from firms. Beyond viewpoints of consumers, methods will be investigated in order to learn whether businesses are incorporating green

management practices into their operations and whether they believe it is affecting their overall reputation in society as a sustainable business. The International Bank of Azerbaijan will be analyzed as a case study in order to test the impact of the green management practices on the perceived corporate reputation. Other than these, sustainable development goals in last few years have set out primary obligations on governments, and these goals include environmental protection and development. From this perspective, it would be interesting to see relationships of green human resource management practices to sustainable development in Azerbaijan and see whether human resource management contributes to attaining these sustainable development goals. A few of primary research questions that this research will be based on study's objectives are as following:

- Do Azerbaijani customers consider green management as an important criteria and various actions that go along with it?
- In Azerbaijan, do practices and policies of integrating green management affect consumer's selections of product company?
- How green human resources management and sustainable development goals are interrelated?
- What is the impact of green management practices on the perceived corporate reputation of the company?
- Do demographic factors affect the employees' perception of the corporate reputation?

2. LITERATURE REVIEW

2.1 Green Business and Management Practices

Environmental degradation and sustainable asset operations have arisen as major global problems due to resource limitations and environmental externalities of industrial production. According to conventional knowledge, it is impossible to pursue resource management and pollution reductions "hand in hand" with overall economic development (Wang & Song, 2014). Because it is challenging to strike a balance between rising resource usage and economic development, businesses are compelled to participate in considerable ecological professional activities (Chan et al., 2012). Many businesses are under market pressure to get involved in

commercial and industrial activities that generate and enhance their revenues (Porter & Kramer, 2019).

Fast economic growth has led to an over utilization exhaustible resources, which has impacted ecosystems in a negative way and led to a number of ecological issues (Atlin & Gibson, 2017). Nowadays, various agencies and regulations have been enforced by many countries such as Azerbaijan for conserving energy in a sustainable way and minimizing carbon emissions. For instance, European Union has adopted regulations such as Restriction of Hazardous Substances Directive, restrictions on carbon emissions set by Johannesburg World Summit's Sustainable Development Announcements, and restrictions on use of a few hazardous materials such as "electrical and electronic equipment requirements" (Weng et al., 2015, p. 4998). Environmental regulators have taken notice of these environmental rules and official regulation requirements (Claver et al., 2007); they result in different green management and competition tactics among enterprises (Feng and Chen, 2018). Organizations have had to adopt environmental practices with a goal of complying with new environmental regulations, maintain a positive brand image (Hillestad et al., 2010), improving performance of their firms, and gaining a competitive advantage (Claver et al., 2007; Rusinko, 2007).

Several studies looked at aspects that influence green innovation (GI) practices, including ethics, environmental regulations, supply chain management, and legal systems (Feng and Chen, 2018; Gao et al., 2018; El-Kassar and Singh, 2019; Seman et al., 2019). Green environmental concerns have been related to general public, an increase in public awareness, and pressures of stakeholders in studies (Foo, 2018). Furthermore, research shows that GI is under increased pressure from customers, society, and government organizations. Nonetheless, there are no findings in existing literature on interactions between stakeholder pressure such as governmental pressure, competitor pressure, and employee conduct (EC) on green innovation practices. Due to fact that manufacturing is considered to be one of most waste-producing industries, it is subjected to more stakeholder pressure in comparison various production sectors (Chen, 2008b; Chang, 2011).

For green innovation practices, a particular industry was investigated (Cordano et al., 2010; Lin and Ho, 2011). This study is addressing a gap in previous stakeholder pressure and green

innovation practices literature by studying these dimensions in service industries as well as manufacturing. Stakeholder pressure has been investigated for green innovation in enterprises of third-party logistic (Chu et al., 2019), manufacturing firms (Zhang et al., 2020), and express companies (Zhang et al., 2020). These three academic studies were carried out in China, highlighting need of examining and concentrating on stakeholder pressure on Pakistan's service industries and manufacturing, which is a developing economy in its early phases of adoption of green innovation (GI) practices (Shahzad M. et al., 2020).

Businesses refer to a plan for addressing environmental challenges as "going green" Over time, the field of management sciences has focused on strategies for developing green competencies and environmental practices (Ullah, 2017). To promote the adoption of green innovation (GI) techniques, businesses must assess key elements and precedents in their operations (Arfi et al., 2018). Concerns of consumers (Zhu et al., 2017), professionals and owners' preferences (Huang et al., 2009), government regulations and pressures of regulating authorities (Kemmerer, 2009), competencies of suppliers and partners (Chiou et al., 2011), and organizational, technological, and environmental factors of green innovation practices are amongst them (Lin and Ho, 2011).

Environmental innovations comprise green innovation (GI) strategies including process, green product, marketing, and managerial innovation. They comprise environmental human resources development practices such as green retraining and growth, pay, organizational assistance, environment, and reward recruiting and selections. GI is a crucial strategic enabler in attaining justifiable development since it uses energy-saving, environmental protection, waste-recycling, and contamination measures (Albort-Morant et al., 2018). Furthermore, GI is divided into green marketing, green products, green management, and green processes, all of which are aimed at creating a safe environment, reducing energy consumption, increasing efficiency of resource management, controls over pollution, and recycling of industrial waste, as well as boosting organizational performance and ensuring a pollution-free and carbon-free living environment for public and society on a larger scale (Seman et al., 2019).

An adjective "green" has a variety of connotations. One of the most common definitions for this phrase is "environmentally friendly, healthy, and naive." In theory, the term "green"

denotes something that is healthy, humane, and beneficial for environment. This phrase has been inspired in business and corporate dictionaries, with organizational aficionados using it to refer to activities that are claimed to be near to nature or that cause least and minimum amount of harm to natural components (Oxford, 2000). In business sector, term "green" connotes anything that is environmental and can help to protect environment's health. It refers to start of and/or a collection of initiatives that can aid in prevention of pollutions.

Users of environment must have a facilitative and caring attitude in order for resources and nature to be protected, exploited, and maintained for a long time. This applies to businesses, which are in light of increased environmental concerns compelled to function in a way that enhances prospects while minimizing environmental effect (Haden et al., 2009). Furthermore, due to rapid depletion of natural resources, corporations are forced to take a greener strategy, which includes acting in a way that helps avoid depletion and conserve natural resources (Alshuwaikhat & Abubakar, 2008). This is necessitating working with an ideology that opposes depletion of natural resources.

An increasing and ever-increasing use of natural resources is progressively driving us to a catastrophic situation that requires immediate attention from all stakeholders, from individuals to corporations (Friedman, 2007). This is especially important for organizations, particularly multinational corporations (MNCs), to comprehend and, as a result, try to develop solutions to this problem. This overuse is not only depleting resources but also increasing the frequency of natural disasters such as tsunamis, floods, acid rain, hurricanes, and other natural disasters. Individuals and organizations must now act responsibly, and the only way to do so is to use the term "greener" (Hyndman & Hyndman, 2016). Everyone in every firm, from top management to employees, should feel a responsibility to encourage activities that use least amount of natural resources possible and use of activities that support greener activities (Opatha & Arulrajah, 2014).

Term "green management" describes a management framework under which actions are taken to improve and fortify base of protecting atmosphere. This might include things such as establishing environment oriented business practices, developing an environmental management system of an organization, allocating more human capital to development and creation of ecological and responsible business practices, and so on (Ahmed et al., 2018; Alfred & Adam,

2009; Haseeb et al., 2019). Green management covers not only development of environmental policies, but also their suitable adoption and implementation. This is helping to generate and design job possibilities by raising knowledge and acceptance of green innovation (GI) approaches throughout the management board (Ahmed et al., 2016).

A crucial function and value of green management has been highlighted in several publications and organizational studies. Green management practices, according to Barin Cruz and Avila Pedrozo (2009), can help managers converse environment, enforce more sustainable use of natural and industrial resources, and minimize waste, in particular waste that comes from natural entities. Jabbour and de Sousa Jabbout (2016) agree that green management plays an important role in reducing greenhouse gas emissions, eliminating footprints of carbon emissions on environment and atmosphere, and so on.

One major point that has been debated is whether firms are being forced to adopt green management practices, and best response is what Crane et al. (2019) highlighted as an outcome of globalization and increased awareness (Sangakala et al., 2016). People all around world are becoming aware of benefits and necessity of green management in order to ensure long-term viability of our economy, society, and environment. As a result, they lead to development of successful environmental strategies, such as conservation of natural resources such as water and air.

As a result, social possibilities such as corporate sustainability and stakeholder well-being such as customer and employee well-being while retaining earnings in an ethical way, which is an economic potential. In a word, green management promotes environmental entities in this area where company is operating by establishing tangible foundations to demonstrate its actions (Hu, 2015; Ahmed et al., 2017). According to the evidence reviewed above, green management has a significant influence on improving company outcomes and employee behavior. There is some proof that management places a premium on green prospects, which helps all other comparable prospects (Mustapha et al., 2017). In particular, when it comes to green values, it can be understood that when employees modify their management initiatives and activities towards greener business practices, they will be encouraged to take advantage of available green opportunities such as Green

HRM practices and green opportunities to improve their individual interests as well as increasing their green values (Ahmed et al., 2016b; Florida & Davison, 2001).

2.1.1 Meaning of a “Green Business”

Green firms use green management ideas, practices, and policies that benefit their customers, workers, environment, and communities at large. Many green businesses are founded on intention to alleviate effects of environmental issues such as pollution and climate change. In their product production and operational management, green enterprises must use a green strategy and adhere to green standards. Green business may be characterized in two forms: as an outcome of green goods and services, or as a procedure or manufacture of a sustainable economic activity that assists firms in making money. Entrepreneurs can start a firm that is green, selling green and ecological goods such as renewable energy among others and waste management.

In addition, green businesses might deliver their products or services using ecological beneficial methods or clean technology such as ecotourism. Regardless of whether of two approaches are used to conduct green firms, the following definition captures the fundamental essence of green enterprises: green businesses refer to businesses that are following principles of environmental sustainability in their operations, seek to employ renewable resources, and aims to minimize negative effects of their operations on an environment. According to this viewpoint, the practice of greening a business is component of a lengthy strategy to transform a business into a greener business, which entails constructing a corporate capability to proceed business processes in a way that would endanger subsequent generations in terms of environmental, social, and economic issues.

According to Loknath and Azeem (2017), there are nine types of green business conduct. Hirsch claims that when firms become green, they go above and beyond statutory requirements:

1. Ensuring a wider range of chances for stakeholder to input more information into process of corporate environmental decision-making than law mandates;
2. Decreasing their own regulated and unregulated environmental impacts in ways that decrease regulatory risk, strengthen business brand, and allow them to be ahead of upcoming rules;

3. Making investments in green business models and products such as those models and products illustrated above (Loknath & Azeem, 2017).
4. Minimizing their environmental impacts and their customers' exposure to hazardous substances;
5. Developing their resource productivity or that of their customers;
6. Promoting an active reuse and recycling of materials used in manufacturing process;
7. Executing systems for identifying resource productivity opportunities, pollution prevention, waste reduction, and energy efficiency throughout manufacturing process;
8. Developing their energy efficiency or that of their customers;
9. Ensuring a wider range of chances for stakeholder to input more information into process of corporate and environmental decision-making than law mandates;
10. Accumulating and spreading more information about a company's environmental performance and impacts;

2.1.2 Internal Green Management

Internal green management refers to a collection of strategies that individual organizations implement for enhancing their environmental performance on their own (Zhu et al., 2013). When we talk about internal green management, we should remind senior business management adherence to environmental issues, development of a comprehensive environmental strategy, and effective staff engagement in protection of our environment (Zhu et al., 2013; Zhang et al., 2018b). It demonstrates the company's capacity to reduce and avoid pollution as a result of its daily operations (Zhang et al., 2018b). According to Xu and Gursory (2015), businesses that have advanced environmental policies and practices can attract more customers, in particular those who are environmentally conscious. Furthermore, people are more inclined to pay for services and goods provided by companies that adhere to greater environmental measures (Han et al., 2011). As a result, IGM has the potential to promote customer ratification and orientation (de Leaniz & Rodriguez, 2015), in particular in businesses with a strong employee-customer connection (Kang et al., 2012).

2.1.3 Supplier Green Management

Environmental measures that necessitate external communication with suppliers that constitute partners of upstream supply chain are called SGM (Vachon & Klassen, 2008; Zhu et al., 2013). Its goal is to reduce negative impacts on environment and accomplish environmental goals by collaborating with those above mentioned suppliers for implementing Sustainable Supply Chain Management (SSCM) practices (de Giovanni, 2012; Zhang et al., 2018b). SGM consists of evaluation of supplier environmental performance, environmental responsibility of suppliers such as suppliers' participation in attaining environmental goals, and supplier green certification such as eco-labels (Zhu et al., 2008; 2013). These cooperative approaches have potential to minimize resource consumption and waste while also improving environmental protection.

Furthermore, when a service provider is unable to implement environmental protection measures, customers may consider service provided as being less sustainable, influencing their purchasing intentions in a negative way (Wagner et al., 2009). As a result, customers' perceptions of providers in field of environmental activities have a substantial impact on their propensity to utilize and acquire sharing services of economy platform as well as their preferences for brand image products and services.

2.1.4 Customer Green Management

CGM refers to environmental measures that are carried out in collaboration with consumers (Zhang et al., 2018b). According to Zhu et al. (2013) and Vachon and Klassen (2008), CGM is critical in implementing successful SSCM to prevent negative environmental consequences. Customer engagement in ECD, cleaner manufacturing, resource conservation, and green gas emission reduction are all crucial to meeting environmental goals, according to empirical studies (Zhang et al., 2018b; Zhu et al., 2008; 2013). Furthermore, Zhang et al. (2015; 2019) found that by educating customers better and marketing green products, merchants might provide more value to sustainable supply chains. As a result, implementing these green activities might boost customer satisfaction by promoting social responsibility and moral fulfillment among customers (Hartmann & Ibanez, 2006; Kang et al., 2012). Customers will be more likely to acquire services from sharing

economy platforms that would perform CGM in a more successful way as a result of increased level of customer satisfaction.

2.2 Green Production Practices

Rapid and continued depletion of world's natural resources, along with excessive gasoline and energy usage, greenhouse gas pollution, and raw waste of materials, has increased calls for producing companies and industries to be more ecological (Redante et al., 2019). Based on an understanding of environmental resilience, stakeholders and manufacturers are introducing manufacturing processes that prevent negative environmental consequences. Manufacturing enterprises, according to Kleindorfer et al. (2005), are under mounting demands and growing pressure to account for sustainable resource utilization and minimization of environmental footprints due to their extensive and negative consequences on environment. As a result, most manufacturing companies are incorporating practices of sustainability into their operations, supporting green manufacturing. Sustainable production, according to Veleva and Ellenbecker (2000), entails manufacture of services and goods using procedures and methods that reserve energy, which can be given as non-polluting, maintain natural resources, assure worker and community safety, as well as provide social and economic rewards. Our description given above situates practices of production within a social, environmental, and economic framework, implying that best and most sustainable practices may be attained by highlighting links among these three frameworks.

Having demonstrated need of implementing green industrial processes, there are obstacles to overcome, particularly in emerging nations. According to Niemann et al. (2016), challenges to sustainable technology in developing economies cover a lack of government legislation and laws, a lack of managerial support, a lack of expertise and experience, and a high cost of execution. In struggle for sustainable manufacturing techniques, presence of these hurdles results in a lack of synergy among various stakeholder groups. In particular respect to sophistication of green procedures, inadequate skills dedication and support, Majumdar and Sinha, 2019, as well as from frame of reference of Southeast Asia, argued that absence of compensation systems, ecological literacy, and coaching as well as sophistication of green procedures, among many other factors, were essential in not accomplishing sustainability targets. These and other issues have piqued

interest of many stake holders in enacting required policies and regulation that enforce compliance from non-supportive leadership. As a result, firms and their administration have begun to embrace green manufacturing techniques in order to avoid legal consequences and bad publicity as a result of current institutional and governmental constraints (Baah et al., 2021).

Numerous investigations have concentrated on green products and ecological sustainability in particular, however there is a shortage of coherence in finding sustainable and green methods (Veleva & Ellenbecker, 2000). In terms of environment, manufacturing enterprises are urged by organizational members and compelled by legislative stakeholders to reduce raw - materials consumption, waste in manufacturing processes, greenhouse gases, and energy consumption in production. According to Alayon et al. (2017), there will be a need to participate in green product manufacturing in addition to sustainable production techniques that address environment. Some writers have emphasized need of designing goods and packaging that are environmental and safe for employees and end-users. Those authors emphasized need of designing technology and workplaces to mitigate or prevent ergonomic and physical dangers. According to Alayon et al. (2017) and Veleva and Ellenbecker (2000), a holistic view of these procedures constitutes green materials. They emphasized the significance of including more processes, such as managerial support for transparency and openness in the framework of ecological production projects with stakeholders involved, as they will assist in forceful response to external production difficulties. Furthermore, as NRBV points out, green production procedures are at heart of green initiatives, and as a result, manufacturing corporations are making critical plans to enhance existing methods while enhancing innovative products, resulting in development of capabilities. Sustainable production techniques, as defined in preceding discussion, include environmental product development, effectiveness, and longevity, as well as goods and manufacturing processes that are ecological, environmentally friendly, and recyclable.

Phrase "green manufacturing" has been employed to designate a wide range of environmental industrial practices (Kleindorfer et al., 2005). According to Govindan et al. (2014), efficient green production techniques are those that are effective and efficient while also including sustainability initiatives and aims. Veleva and Ellenbecker (2000) went on to say that using sustainable production (known as green manufacture or green manufacturing) allows companies to be more inventive in both product creation and production methods. These innovations provide

major benefits to businesses, such as drawing new consumers and developing a niche market while simultaneously increasing social, environmental, and financial performance. According to Baah et al. (2020), green industrial practices (in their case, logistics sector) create positive environmental attitudes, improving environmental standing and reputation. Green technology innovation and other approaches, according to Shashi et al. (2019), provide long-term financial gains while also fostering long-term stakeholder relationships. Green production procedures, according to Fernando and Wah (2017), aim to preserve environment for future generation while improving eco-innovations by minimizing energy consumption, conserving natural resources, limiting wasteful manufacturing processes, and attempting to avoid sound and greenhouse gas pollution. As a result of connecting sustainable aims with those of stakeholders, businesses that strive for green production techniques build collaborative efforts and partnerships that have a significant influence on performance.

Green manufacturing is characterized as use of appropriate and high-efficiency resources in production to minimize adverse ecological impact (Ghazilla et al., 2015). It covers crucial industrial subjects such as ecological legislation and laws, natural resource conservation, hazardous material control, and waste disposal (Zhu & Sarkis, 2004). As a consequence, implementing green production techniques allows firms to become conscious of their responsibilities to protect the natural environment by re-engineering operational procedures to meet stringent environmental laws. "6Rs" which include recycle, redesign, reuse, remanufacturing, recover, and reduce are included in green industrial methodology (Rehman et al., 2016).

One of most important supply chain management strategies is green production (Ghosh, 2017). It is founded on concept that in order to fulfill customer demand, businesses tend to generate hazardous chemicals; hence, it is their responsibility to decrease or eradicate industrial pollutants (Maruthi & Rashmi, 2015). Green manufacturing solutions help firms increase operational efficiency, safeguard community, improve environmental efficiency, and obtain additional economic benefits (Roy & Khastagir, 2016). In a study of European businesses conducted by Menzel et al. (2010), green manufacturing techniques were found to have no meaningful connection with corporate success. Cankaya and Sezen (2019) investigated green industrial methods in Turkey and identified a relationship between them and long-term performance.

Similarly, Abdul-Rashid et al. (2017) found that sustainable manufacturing procedures have a substantial impact on long-term success in Malaysian manufacturing enterprises.

Adopting green manufacturing practices entails more than simply producing "high-quality goods." Using suitable resources and sustainable and environment technology, green manufacturing practice assures that enterprises satisfy product quality requirements and that operational functions are harmless, harmless to employees and the environment (Wibowo et al., 2018). A effective green manufacturing strategy takes into account the lifespan of products from a triple bottom line perspective (Sezen & Cankaya, 2013). Green manufacturing practices invariably assist businesses in creating a harmonious atmosphere and striking a balance between business and the ecosystem. If green manufacturing practices are successfully integrated across a company's functional units, they may produce incredible outcomes. Proper environmental planning and accreditation for environmental management systems (EMS) are required for businesses with green production goals. EMS certification is a critical indication for green production-based businesses since it provides a logic model for properly managing a company's environmental issues and, as a result, encourages the adoption of environmentally friendly activities (Buffa et al., 2018).

2.3 Green Marketing Practices

Activities that seek to lessen unfavorable environmental effects are referred to as "green marketing" (Weisstein et al., 2014). Few businesses throughout the world employ these strategies, which have not been widely accepted (Cekanavicius et al., 2014). However, the significance of promoting sustainable development has expanded as a result of marketing's important contribution to the design and manufacture of green products (Dangelico & Vocalelli, 2017). Green commodities, according to Dangelico and Vocalelli, will not be beneficial in decreasing detrimental effects of manufacturing activities on environment when they are not used and supported by market in an extensive way. In addition, marketing is essential for encouraging usage. Through communication initiatives, customers may profit from using these products while learning more about ecological sustainability (Kalafatis et al., 1999).

Companies engaged in green marketing face more difficulties than those engaged in regular marketing since procedure must be extensive and corporate-wide (Marketing-schools.org, 2016). Therefore, when production and distribution processes disregard environmental issues, marketing a product's or company's green features would be insufficient. Failure to do this might result in those businesses being labeled a "green washer," which could harm its reputation and clients' confidence, forcing them to switch their business to more reputable competitors (Ottman & Mallen, 2014).

Concerns involving demand, price, and customer perception emerge in the activity of green marketing (Gurau & Ranchhod, 2005). Because of a lack of consumer knowledge, interest for these items is often minimal, forcing bulk of green product makers to compete for share of market (Agustini et al., 2021). The fact that firms must cover the extra costs of environmental expenses across all of their activities makes many businesses view these regulations as expensive, both financially and non-financially, and as having the potential to diminish profitability (Ottman & Mallen, 2014; Solaiman et al., 2015). Because of this, purchasing green products is often more expensive for consumers than purchasing conventional goods. Due to their boring, unpleasant, and unsightly designs, green products are also seen to lack a bit of certain consumers' expectations (Sudhalakshmi & Chinnadorai, 2014; Yazdanifard & Mercy, 2011).

Consumers have been the subject of study on green marketing, which has covered topics such as factors that affect consumer choices (Lin & Chen, 2016), purchasers (Naderi & Steenburg, 2018; Yan & Yazdanifard, 2014), buying habits (Delafrooz et al., 2014; Govender & Govender, 2016), as well as the intention to buy the goods (Delafrooz et al., 2014; Govender & Govender, 2016). However, research on companies is less common than research on customers, and these research are more frequently carried out in developed countries like the United States and Europe (Abdelzaher & Newburry, 2016; Fraj et al., 2011), with only some few research on green merchandising and its impact on companies in emerging countries (Abdelzaher & Newburry, 2016; Fraj et al., 2011).

First of all, a great portion of markets for green products are said to be located in developed countries such as North America, Australia, and Western Europe in most of cases (Gurau & Ranchhod, 2005) where there are many active businesses (Puopolo et al., 2015). On other hand,

green product markets and businesses are in their beginnings in emerging nations, igniting interest in this phenomenon's study. Second, because of a growth in environmental concerns and awareness, particularly in developed countries, the demand for green products has increased in recent decades (Naderi & Steenburg, 2018) However, given that this demand has mostly gone unfulfilled, there are opportunities for emerging-market businesses to close this gap (Kumar & Ghodeswar, 2015).

In order to better understand attempts to capitalize on these advantages and give them a chance to compete with established businesses, it may be helpful to examine green marketing strategies in developing countries. According to Fraj et al. (2011), green marketing may be a strategy to boost a business' profitability by improving performance and cutting expenses. According to Third et al. (2014), adoption of green business is based on regional differences, suggesting that different countries may have different marketing strategies.

According to Kotler & Keller (2008), "green marketing" is defined as "marketing and movements oriented towards the creation of environmentally safe and responsible products" and "marketing strategies that exploit ecological problems for marketing" (Kotler & Keller, 2008). (1993; McDaniel & Rylander). Here, a business's marketing initiatives are connected to the environment through mass customization or change, production procedures, packaging, promotion strategies, and a developing understanding of compliance marketing across sectors (Yazdanifard & Mercy, 2011). A corporation cannot stress and consider product part to be environmentally friendly since green marketing requires a full plan (Agustini et al., 2021). However, the company must show true concern and attention to the environment on several levels, such as during manufacture or engagement, in order to avoid being labeled a green washer.

2.3.1 Green Product

Green products are those that are favorable to environment, and this term indicates that ecological considerations should guide design (Sudhalakshmi & Chinnadorai, 2014). Practically speaking, these goods are produced utilizing nontoxic materials and eco-friendly practices (Gurau & Ranchhod, 2005). Additionally, eco-labels guarantee that the goods are environmentally beneficial or "green-compliant" (Yazdanifard & Mercy, 2011). According to Kumar and Ghodeswar (2015), greening a product should take into account all aspects of its lifetime, including design, material sourcing, manufacturing, storage, distribution, consumption, and even post-usage

activities. When creating and marketing these items, environmental sustainability and not only financial success must be taken into account. For instance, a business should be preoccupied with using reusable materials and reducing extreme packaging since this method is a significant cause of ecological waste. However, it was found that the majority of companies who specialize in green products failed to grow their operations (Chahal et al., 2014). The market shares are unable to rise considerably since many of these items fall short of client expectations (Solaiman et al., 2015).

2.3.2 Green Price

One of most difficult aspects of green marketing is taking environment into account when deciding product prices (Sudhalakshmi & Chinnadorai, 2014). Costs incurred by company for activities such as packaging and disposal for environmental compliance that were required to adapt production process would have an influence on pricing. Green products are frequently more expensive than their conventional equivalents since the prices of environmental and social expenses have been included into their price.

Trying to make the prices acceptable, inexpensive, and competent is a challenging task (Sudhalakshmi & Chinnadorai, 2014; Yazdanifard & Mercy, 2011), as price increases can turn off potential customers and lessen competition. Investigations have demonstrated that this is the main obstacle to customers buying green products (Weisstein et al., 2014). Weisstein et al. (2014) recommended that pricing take the level of greenness of the customer into account since consumers are more prepared to pay extra for items if they are eco-friendly. Pricing decisions may also be made on the assumption that customers will pay more for green items (Solaiman et al., 2015). Price will become a future barometer for socially and environmentally conscious companies (Li & Tang, 2010), as well as a means of educating consumers about value of shelling out a little extra for eco-friendly goods.

2.3.3 Green Promotion

According to Yazdanifard and Mercy (2011), "green promotion" is the term used to describe initiatives aimed at influencing consumers' perceptions of green products. These initiatives should convey important environmental information that has a direct bearing on a

company's operations (Solaiman et al., 2015). Although this can result in acquisition of devoted customers (Yazdanifard & Mercy, 2011), business must exercise caution to avoid coming off as greenwashers, which might cause consumers to boycott products, disregard promotion, or file a complaint with appropriate authorities. Since both have comparable methodologies and foundations, there are not any notable distinctions between green and other forms of promotion (Li & Tang, 2010). As a result, objectives of green advertising are comparable to those of traditional forms, including providing consumers with information about brand and product, convincing them to convert to a green product, and reminding them where and how to buy items.

3.OUTLOOK OF GREEN MANAGEMENT PRACTICES

3.1 Green Consciousness of Customers in Azerbaijan

According to a research conducted by Bulent Gurbuz, Elcin Nesirov, and Gulay Ozkan in Azerbaijan (2021), an environmental awareness of Azerbaijani people is lower in comparison to customers in developed countries. This research looked at which demographic characteristics had most impact on consumers' knowledge of their environmental footprint. Results of their research suggest that ecological footprint knowledge of participants in Baku is not at an intended level. Extensive research, in particular by governmental authorities and higher education organizations, are required to raise this level of consciousness. Ecological consciousness should be instilled in children as early as elementary school students for speeding this process. Ecological concerns should be addressed in educational curriculum. To promote awareness on problem, public service announcements and television shows can be created. Internet may be used to raise customer ecological footprint consciousness by utilizing technology. Purpose of this study is to evaluate customer ecological footprint consciousness. Study population consisted of 404 customers from Baku. "Ecological footprint consciousness questionnaire" was utilized to gather data. Educational status, gender, place of residence, income, and employment were factors studied. According to research, consumer knowledge of ecological footprint was greatest in food and transportation, and lowest in water usage (Gurbuz, Nesirov, and Ozkan, 2021). There was no statistical relevant gendered variation. When resident impact was evaluated, people living in city center had considerably greater ecological footprint water usage consciousness than any of those living in a city (Gurbuz, Nesirov, and Ozkan, 2021). Consumers with a high school diploma and a university

diploma were more conscientious of their energy use (Gurbuz, Nesirov, and Ozkan, 2021). Farmers, civil servants, and housewives were more environmental conscious than other categories studied (Gurbuz, Nesirov, and Ozkan, 2021). In final, salary factor in their studies revealed that higher-income customers were more conscious of issues with food, energy, and water usage (Gurbuz, Nesirov, and Ozkan, 2021).

3.2 Green Consciousness of Customers in European Union

According to a new Eurobarometer study, 94% of individuals across all EU Member States value environmental protection (European Commission, 2020). Furthermore, 91% of EU residents believe that climate change is a severe concern in EU. According to 83% of those polled, European regulation is required to safeguard the environment (European Commission, 2020). According to Eurobarometer Survey, consumers desire more done to safeguard the ecosystem, and they feel accountability must be shared by large corporations and industries, government bodies and EU, as well as people themselves (European Commission, 2020). According to residents polled, most effective strategies of addressing environmental issues are "altered the method we spend" and "altering method we create and sell." (European Commission, 2020).

According to study findings, three biggest serious ecological challenges are global warming, air quality, and pollution (European Commission, 2020). More over three-quarters of respondents (78 percent) feel that ecological concerns have a significant impact on their everyday lives and health (European Commission, 2020). More than eight out of ten individuals are concerned about effects of chemicals found in daily items. There is recognition that major adjustments may be necessary (European Commission, 2020). There is strong enthusiasm among more than 27,000 respondents polled for policy initiatives targeted at decreasing plastic pollution and litter (European Commission, 2020).

3.3 Environmental and resource efficiency of Azerbaijan's economy

Ecological and energy effectiveness of manufacturing and consuming, as well as how this varies over period, location, and industry, is a critical component of green economy. Knowing these patterns, as well as fundamental variables, is critical to tracking transformation to green

economy. Utilization of ecological resources in manufacturing and the output created can be used to track progression toward green development. Natural commodities and materials, which include energy, as well as toxins and other residuals, are all examples of ecological service. These are favorable functioning characteristics of ecological systems such as soil, rivers, and atmosphere. Tracking developments in a separation of production inputs from macroeconomic and sectoral development is an essential emphasis. Carbon dioxide (CO₂) contributes to about 50 percent of Azerbaijan's emissions of greenhouse gases. Between 2000 and 2010, CO₂ productivity rose more than thrice and has stabilized at this level. This is primarily due to a slower rise in CO₂ production relative to GDP growth.

In 2015, clean electricity represented for 7 percent of total power output, up from 6 percent in 2013. Solar and wind power generating are pretty modern kinds of energy production methods in Azerbaijan, although they are on state's priority list. Since 2000, Government Department for Renewable and Alternative Energy has invested a total of AZN 800 million in this area (AZN 64 million in 2014). Even if figures are moderate in compared to typical hydroelectric production, growth rate is encouraging in Azerbaijan.

3.4 Level of Environmental Concern in Developed and Developing Economies

Employing an innovative metric of impartial threat, Climate Index (CI) and a proven metric of subjective assessments, a research conducted by Katrina Running in 2012 tries to context in order whether such a nation's degree of economic advancement impacts the potential application of these existing theory of environmentalism (Running, 2012). The data imply that the empirical issues interpretation of ecological care does hold well in any nation classification, but that post-materialist ideals enhance likelihood that citizens in some more developed nations regard climate change to be a very severe problem (Running, 2012). Her models' results show that our comprehension of ways that educational background and political ideologies influence concern for environment is tested and can be generalized across economic circumstances (Running, 2012). In addition, this study has found out that countries' experience with environmental issues and disasters impact level of their societal environmental concern (Running, 2012). Another result of her study is that our conceptual grasp of what causes environmental care is greater for persons who reside in nations with more industrialized nations (Running, 2012). Due to information

accessibility and researcher experience, bulk of extant comparative research on cross-national disparities in environment protection concentrate mostly or solely on affluent or industrialized countries (Running, 2012).

One of most surprising conclusions from our research is that environmental risk alters concerns in a marginal way for worldwide heating in any economic advancement context (Running, 2012). One explanation this finding is shocking is that it is based in part on a number of people who have passed away as a result of weather-related calamities in previous 20 years - sort of occurrence that will touch individuals and spark worry (Running, 2012). However, while this represents a fair and definitive refusal of impartial issues elaboration based on data, it is beneficial to untangle indicator used in this research to assess unbiased ecological issues, and assume more in a more cautious way on what "climatic change risk" or "climate frailty" means in truth (Running, 2012).

Term ecotourism is a newer phenomenon in tourist sector accounting for a small portion of total (Nyaupane&Thapa, 2004:25). Nowadays, substantial research has been conducted on ecotourism to explore biological sources and to safeguard traditional legacy as a potential financial option. On one hand, safeguarding environmental and biological assets as essential concepts of ecotourism is close and explicitly tied to economic growth indexes (Jabbari and Housseinalihzada, 2018). Notions of greener growth pertain to: demands of future generations to existing resources, how to react to them, and how to strike a compromise between ecological and financial issues (Jabbari and Housseinalihzada, 2018).

Azerbaijan is regarded as one of most important environmental and historical locations. Unfortunately, due to people's carelessness, a shortage of suitable funding for investments, guardians' lack of attention, and a shortage of sufficient assistance from connected companies and organizations, necessary education for better comprehension has not been offered to national and international visitors (Jabbari and Housseinalihzada, 2018). Furthermore, major cause of environmental unbalance is fast population increase, all of which diminish worth and idea of ecotourism in these places, and relevance of this issue is obvious in many human-oriented disciplines and renewable energy (Jabbari and Housseinalihzada, 2018). Nevertheless, as a result of accurate forecasting of future by political and private institutions, as well as reckless

exploitation of natural resources, sufficient steps to address this issue have not been implemented in recent decades (Jabbari and Housseinalihzada, 2018).

Strengths of Azerbaijani in ecotourism may be identified as diversified vegetation, a pleasant environment for agriculture and animal husbandry, presence of suitable settings for tourism, historical sites, and work prospects for locals (Jabbari and Housseinalihzada, 2018). As a result, this region contains a variety of elements that make it a suitable place for ecotourism activities (Jabbari and Housseinalihzada, 2018). Majority of green areas have been designated as preserved and hunting-free zones (Jabbari and Housseinalihzada, 2018). Water scarcity, a lack of education and culture in environmental disciplines, a low level of management, a high percentage of local unemployment, and a lack of young enthusiasm in work are all examples of shortcomings that might lead to increased migration and underdevelopment in these sectors (Jabbari and Housseinalihzada, 2018). On other hand, infrastructural limitations, failure to use proper equipment and instruments, inattention of relevant individuals and organizations, and unsuitable initiatives without evaluating ecotourism competence are all significant risk concerns in region.

Having a look at Azerbaijan region greenery, what is always confronted throughout Azerbaijan area could be water, limited inhabitants' consciousness of nation's prospective location, water shortages resources due to growth and utilization of conventional farming production, and drilling of unapproved water reservoirs that have resulted drought in recent times (Jabbari and Housseinalihzada, 2018). Increased animal grazing, on other side, has resulted in grassland deterioration and soil erosion. All of these incidents are connected to recipients' lack of education and culture (Jabbari and Housseinalihzada, 2018).

3.5 Relationship Between Green Management Practices and Corporate Reputation

Service-oriented competition is the most important topic of competition in the commercial enterprises. Businesses that can provide quality service can differentiate themselves from their competitors and gain competitive advantage in this way. Although service quality is a very important success bar for businesses, it can make a strong positive contribution to their corporate reputation (Christou, 2003). However, due to the fact that the products of the accommodation establishments are intangible and the production and consumption processes take place

simultaneously, there may be instantaneous changes in the quality of the services offered in the establishments. Service quality is the most basic condition and starting point for building corporate reputation in commercial enterprises. Other studies that will be carried out without establishing quality service standards and providing services in accordance with the standards in all service units will not make a significant change in the corporate reputation of businesses (Neville, Bell, & Menguc, 2005). Another important process of reputation management in commercial businesses is the follow-up and management of evaluations from different sources from customers who have experienced the facility. Since the services offered by businesses cannot be tested before purchasing, the comments of customers who have experienced the services will be a source of reference for potential customers (Sanchez & Sotorrio, 2007).

Miles and Covin (2000) in their research on insurance companies in Spain, they found that large-scale enterprises are more prone to environmental practices, and that environmental practices in insurance businesses are reactive, proactive and basically take place in three ways. In addition, as a result of his research, Joe DesJardins (2005) concluded that the characteristics of the environment in which the enterprises operate, the level of development, the previous negative experiences on the environment and the attitude of local organizations are effective in the environmental practices of commercial businesses.

In research on environmental activities and corporate reputation in banking organizations, it is stated that environmental activities reduce the negative effects of banking enterprises on the natural and artificial environment and reduce costs (Gill et al., 2001). In addition, it has been determined that environmental practices strengthen the reputation perception of businesses in a positive way both in terms of external and internal stakeholders. To promote the goods and services produced and offered by accommodation businesses to large masses, to facilitate agreements with agencies that will promote and market the business in the international arena, to ensure that customers who have experienced the business choose the business again, to attract qualified personnel to the business, to increase employee motivation and to effectively evaluate the existing potentials of the business They need to have a strong corporate reputation that is perceived positively (Rettab, Brik, & Mellahi, 2009).

In a study by Chen and Chang (2013), it was concluded that education centers can provide various benefits that can lead to an increase in customer quality and corporate reputation perceptions with their environmental activities. According to different research, environmental activities of enterprises make significant positive contributions to the perception of corporate reputation, directly and indirectly, with their significant contributions to various components of corporate reputation (Chen & Chang, 2012; Raithel & Schwaiger, 2015; Chen T.-J., 2016). In her research, Sally Clarke (2013) states that a strong perception of corporate reputation, which will be formed as a result of good management of corporate reputation, which consists of many components, strengthens employee and customer loyalty, in addition to the financial advantages it provides to businesses.

Jonathan Karpoff (2013), in his research with the sample of 57 commercial businesses operating in the Eastern Europe, in which they aimed to measure the impact of environmental management practices in businesses on corporate reputation, determined that reactive and proactive environmental practices positively affect perceived corporate reputation. In addition, among the research findings, they found that chain hotels are more environmentally friendly, there is no significant difference between businesses with an environmental management system and businesses without an environmental management system (without a certified environmental system), and reactive environmental activities are at a higher level than proactive environmental activities.

Akova and others (2015) in a study they conducted on the employees of the accommodation business with green star certification operating in Istanbul, they determined that the employees' perceptions of environmental management practices were positive. It has been determined that employees who adopt and internalize environmental management practices work with a participatory understanding that is more compatible with teamwork, more supporting all kinds of processes in the enterprise. In the light of the research results, they have reached the conclusion that environmental activities in accommodation businesses can improve by influencing the organizational culture as they develop.

Pertusa-Ortega and others (2018) conducted a study on catering businesses in the Netherlands that apply the Green eco-label, and they found that businesses gain financial

advantage in the medium and long term, gain competitive advantage, increase customer and employee loyalty, increase their brand values and strengthen their corporate image perceptions by increasing their recognition. Nimri and others (2019), in their research in Australia on commercial enterprises operating to protect the environment, it has been determined that environmental businesses are positively received by the society in general.

According to a study conducted by Neeman and others (2019), accommodation services employees' perception of corporate reputation affects service quality, financial performance of the enterprise, social responsibility activities, social attraction, working environment, vision and leadership dimensions, in order from most to least. In a study conducted by Zhang and others (2021) , it has been determined that the employees who have received green management education care more about corporate reputation than employees who have not received any education about green management practices. In addition, in the same study, it was determined that the perception of corporate reputation and corporate reputation management were given more importance by the department managers.

4. RESEARCH METHODOLOGY

4.1 Research Approach

An academic study's methodology should be based on study's objectives and questions as well as its hypothesis. Deductive and inductive research methods are two main types of research methods (Bryman & Bell, 2015). One of first methods of academic inquiry should examine coherence of all research assumptions under consideration, whereas the second method results in creation of new generalizations and concepts (Saunders et al., 2012). Since aim of this study is to analyze link between corporate identity and behaviors of green management in Azerbaijan, a deductive research methodology will be used in this study. This approach has a number of benefits, one of which is that it gets to point of study, therefore saving more time. Furthermore, this technique allows for a more straightforward and visible explanation of number of rule aspects (Behfar & Okhuysen, 2018). However, some critics have said that logical method does not encourage different ways of thinking or limits the possibility of creativity (e.g., Lorino, 2018).

Within the scope of the research, first of all, literature review was analyzed, content explanations and conceptual definitions related to national and international eco-label and environmental management systems and corporate reputation were made. In order to create a conceptual framework, especially periodicals, master's and doctoral theses, books, congress and seminar papers and internet research were used during the literature review.

The employs both qualitative and quantitative research methods. The qualitative research was applied to analyze the impact of green management practices on company reputation from the perspective of consumers. The quantitative research method was applied to the employees of the International Bank of Azerbaijan (IBA) to the test the relationship between green management practices and company reputation from the perspective of the bank employees.

4.2 Quantitative Study Design

A questionnaire was applied to the employees of the International Bank of Azerbaijan. Before the survey application, the managers of the different departments were contacted, and it was asked from the General Managers and Human Resources Management to distribute the questionnaire to the employees of respective departments. The survey form prepared on Google forms, and under the leadership of the Human Resources managers of the enterprise was applied to employees from all departments and all positions. Convenience sampling method was applied to gather the primary source of data for quantitative research.

All participants received information on the study's goals, the proper way to complete the forms, and the confidentiality of the study's data prior to starting filling in the survey. Due to a lack of possibilities, participants were chosen using a non-probability technique, and the sample size was calculated using the following formula: 99% confidence level, 2.576 confidence interval, probability $p = 0.01$ and accepted sampling error 1%. From Ott and Longnecker's (2008) book, An Introduction to Statistical Methods and Data Analysis:

$$\text{Necessary Sample Size} = \frac{N' (N \text{ of workers in banking sector of Azerbaijan})}{1 + [z^2 \times \hat{p} (1 - \hat{p})] / [\epsilon^2 \times N]}$$

, where $z = Z\text{-score}$

ε = margin of error

N' = sample size (number of workers in banking sector of Azerbaijan)

\hat{p} = population proportion

N = population size.

$$\text{Necessary Sample Size} = \frac{20,000 \text{ (European Banking Federation, 2020)}}{1 + [2.576^2 \times 0.05 (1 - 0.05)] / [0.01^2 \times N]} = \underline{73}$$

A total of 84 replies were gathered as a consequence of the questionnaire's efficient distribution in both English and Azerbaijani. After the cutoff, responses were no longer being accepted, and two groups of data from Google Forms were combined into one.

4.2.1 Assumptions of the Quantitative Study

The assumptions of the quantitative study are:

- Participants were able to understand the expressions related to environmental practices and corporate reputation perception
- Environmental practices and corporate reputation scales, to which employees respond independently
- The scales in the research are suitable for realizing the objectives of the research
- It is accepted that the subjects were selected in accordance with the ultimate goal of the research.

4.2.2 Limitations of the Quantitative Study

In this study, the effect of environmentalist activities of the businesses on the perception of corporate reputation of employees is examined in the example of the International Bank of Azerbaijan. The scope of the research is limited to the employees of the bank. It can be said that the research scales have some limitations as they are based on the personal perceptions and opinions of the employees. It will be important to consider this situation in the evaluation of the research results and the interpretations to be made based on the results:

- The survey forms were answered only by the employees
- A longitudinal study has not been conducted. The survey application of the research was applied intensively only to the International Bank of Azerbaijan’s employees. It is thought that conducting longitudinal research will make the results more effective in reducing the prejudices arising from application to only one bank.

4.2.3 Perceived Corporate Reputation Scale

The first of the two scales used in the study is the “Corporate Reputation Inventory” scale developed by Charles J. Fombrun and others (2000) to measure the reputation of for-profit businesses. The scale consists of 5 dimensions and a total of 25 questions in 5 likert type: "Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree". In various studies in which the perceived corporate reputation inventory scale is used, different numbers of sub-dimensions of the scale can be found. In this study, two sub-dimensions of the scale were determined in the factor analysis of the perceived corporate reputation inventory scale. The first of these sub-dimensions is called the quality of management and reliability, and the second is called the quality of goods / services and diversity.

4.2.4 Green Management Practices Scale

The second scale used in the study is developed by Moise and others (2019). The scale consists of 3 dimensions and a total of 25 questions in 5 likert type: "Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree". In this study, three sub-dimensions of the scale and 12 questions were determined in the factor analysis of the scale of environmental practices. The first of these sub-dimensions is called the energy/water saving and recycling program, the second is general environmental awareness, and the third is the visual external environment.

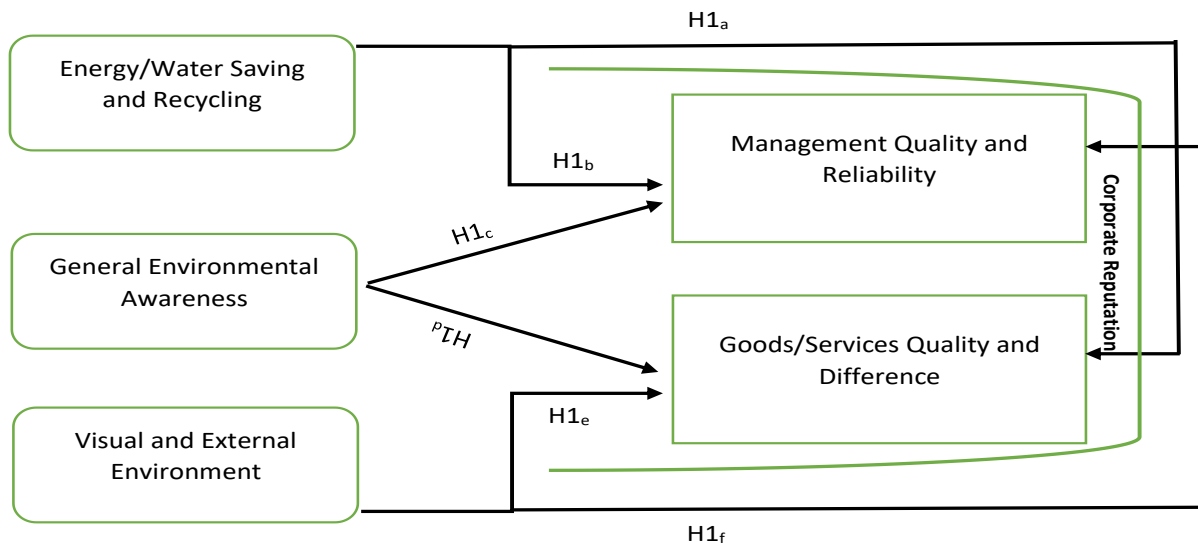
4.2.5 Analysis Applied for the Quantitative Study

Data analysis was done with STATA statistical software program. In the evaluation process of the data, first of all, “Descriptive Statistics Analysis” was conducted in order to find the frequency values of demographic characteristics. “Reliability Analysis” was conducted to test the reliability of the scales used in the research. "Exploratory Factor Analysis" was conducted to determine the factor loadings of the scales and the sub-dimensions of the scales. "Confirmatory

Factor Analysis" was conducted in the process of validating and developing the measurement models made to determine which latent variable each expression of both scales used in the research belongs to. "Mean and Standard Deviation Analyzes" were conducted in order to determine the averages and standard deviations of the responses given to the statements in both scales. The "Normality Test" was conducted to see whether the corporate reputation inventory scale and environmental practices scale data used in the research were normally distributed. In the process of difference analysis regarding demographic variables, the "t-test" was conducted to determine whether there was a significant difference between the dependent variables with two categories, the perceived corporate reputation scale and the sub-dimensions of the scale. "One-Way Analysis of Variance (ANOVA)" was conducted to determine whether there was a significant difference between the dependent variables with more than two categories and the perceived corporate reputation scale and the sub-dimensions of the scale. In the structural model creation process, after testing the model validity, the second stage of the process, the path analysis process recommended by Anderson and Gerbing (1988), was started. In the path analysis process, as in the model validation process, the Maximum Likelihood method was used.

4.2.6 Conceptual Model and Hypotheses

Figure 1. Conceptual Model.



Source: own construction.

The hypotheses tested in order to determine the relationships seen in the created model are listed as follows:

H1: The green management practices affects the perceived corporate reputation of the International Bank of Azerbaijan.

H1a: Energy/water saving and recycling practices of the bank affect employees' perceptions of management quality and reliability.

H1b: The general environmental awareness of the bank affects the management quality and reliability perceptions of the employees.

H1c: The visual external environment practices of the bank affect the management quality and reliability perceptions of the employees.

H1d: Energy/water saving and recycling practices of the bank affect employees' perceptions of product/service quality and diversity.

H1e: The general environmental awareness of the bank affects employees' perceptions of product/service quality and diversity.

H1f: The visual external environment practices of the bank affect employees' perceptions of product/service quality and diversity.

H2: The perceived corporate reputation dimensions of the bank employees differ according to their demographic characteristics.

H2a: The perceived corporate reputation dimensions of the bank employees differ according to their gender.

H2b: The perceived corporate reputation dimensions of the bank employees differ according to their age.

H2c: The perceived corporate reputation dimensions of the bank employees differ according to their educational status.

H2a: The perceived corporate reputation dimensions of the bank employees differ according to their marital status.

4.3 Qualitative Study

Quantitative and qualitative research methods are considered two main ways for acquiring and examining information while conducting a research (Choy, 2014). Quantitative research is concerned with data and statistics (Creswell, 2011), whereas qualitative research is concerned with meanings and views (Connolly, 2007) while both are important in learning various sorts of familiarity. Quantitative research can be used to develop generalizable evidence about a topic (Disman & Barliana, 2017) as trials, observations documented as figures, and surveys with closed-ended questions are used as quantitative study approaches. In contrast, qualitative research approach is expressed in words and is used to grasp ideas, views, or activities (Denzin & Lincoln, 2005).

This type of research strategy enables academics to get thorough knowledge about issues that aren't widely known (Amis & Silk, 2008). Interviews, whether structured or unstructured, with open-ended questions, observations, and theoretical researches that are used to explore ideas and literature are most used qualitative methods of academic study.

This research course employs a variety, quantitative and qualitative, of research approaches. One of initial research approaches used in this study is a closed-end questionnaire, which has been proven to be one of most effective and trustworthy research methods (Dillman et al., 2008). Surveys are quantitative methods for acquiring data from a large number of people by asking a variety of survey questions. The surveys are extremely secure since the participant's personal information and responses are kept private (Ha et al., 2015). Because of the confidentiality, survey participants are more likely to answer questions honestly and completely (Singer & Ye, 2013). Nowadays, online survey study is one of most common questionnaire sorts of research methods as online platforms have made it more accessible and easier (Spekle & Widener, 2018).

A main goal of this research is to ascertain ways that social and environmental sensitivity affect businesses' reputations in Azerbaijan. This research contrasts corporate reputation as

perceived by stakeholders and institutions with social and environmental sensitivity. Below in theoretical part is a presentation of study's main hypothesis within this framework.

This study's method for gathering data was a three-part online questionnaire. Our participants' individual qualities are discussed in first section of our survey, while environmental and social sensitivity scale is used in its second section and corporate reputation scale is used in its last section. Leaniz and Bosque's (2013) research of 400 Spanish consumers, Tuna (2014) 350 SMEs in Istanbul working in food business, and Köksal's (2011) study of four banks operating in Adana with 451 clients all served as basis for questionnaire utilized in this study.

Participants in this research who received goods or services from companies located in province of Baku made up our survey population. This investigation was conducted online amongst X respondents from different backgrounds. Selection of manufacturing and industrial companies in Baku as samples is based on a number of crucial variables. One of main reasons for this selection is that businesses and companies with more potential of harming environment are manufacturing and industrial companies. Another reason is reputational impact of companies' and businesses' environmental and social sensitivity measures amongst their customers and suppliers.

4.3.1 Sampling for the Qualitative Study

According to Gentles (et al. 2015, p. 1775), their study assessing sampling techniques in qualitative research came up with a broader definition that was aggregated from several publications. Term "selection of selected data sources from which data are acquired to satisfy the study objectives" was used to characterize the aforementioned phenomenon in this research article. They distinguish three parts of this study phenomenology, case study, and grounded theory each of which has a distinct perspective on sampling.

In order to collect the required data for the research, specific sample strategies are required when it comes to data sampling. There are three primary sampling procedures in qualitative investigations, according to several scholars (Berg and Lune 2004; Marshall 1996; Gentles et al. 2015). These include deliberate sampling (known as a judgment sample), theoretical sampling, and convenience sampling.

In literature on qualitative approaches, deliberate sampling is recognized as most common sampling methodology. Purposeful sampling is described as "selection of individuals or sources of data to be employed in a study, depending on their expected richness and relevance of information in connection to study's research objectives" by Yin (2011, p. 311). Grounded theory is where idea of theoretical sampling first emerged (Glaser and Strauss 1967). Since then, it has expanded in influence as additional authors in literature on generic qualitative methodologies outside of grounded theory have cited it (Gentles et al. 2015).

Theoretical sampling is described as "a process in which data collecting is led by the emerging theory and the purpose is to construct categories in terms of their attributes and dimensions and combine those categories," by Gentles et al. (2015), p. 1779–1780. Last technique is regarded as one that requires the least amount of scrutiny. Researcher will spend least amount of time, money, and effort using this method, but results may be of low quality and lack intellectual credibility (Marshall 1996). Since those participants will be chosen for this research who have relevance to and are directly linked to subject of corporate social responsibility activities inside organization, intentional sampling will be employed.

4.3.2 Data Analysis for the Qualitative Study

Oftentimes, qualitative data is rich, ambiguous, and made up of in-depth information that is often expressed verbally. Analyzing qualitative data involves reading a lot of texts. For the purpose of finding themes and forming groupings, 18 transcripts were contrasted and compared. Qualitative data analysis may be divided into the five categories listed below:

- Categorizing behavioral or verbal data using content analysis allows for categorization, compression, and tabulation of data. In addition, content analysis may be done on two different levels: interpretative and descriptive.
- Analysis of narratives - narratives are records of experiences. Every observation or interview has a narrative component. A researcher must organize and evaluate them, improve them, and give them to reader in a new form. Rewriting tales that individuals have given in various circumstances and based on various experiences is a main task of narrative

analysis. In conclusion, narrative analysis aims to piece together "big picture" of experiences or events from perspective of individuals.

- Discourse analysis is a technique for analyzing all kinds of written texts as well as spontaneously occurring discourse. Discourse analysis, in contrast to narrative analysis, acknowledges speech as an explicit linguistic instrument created by social or ideological factors rather than a direct reflection of human experience.
- Framework analysis: This form of assessment, which is considered as being more complex, involves a number of steps, including orientation, recognition of a thematic structure, coding, plotting, charting, and explanation.
- Grounded theory: This technique for analyzing qualitative data begins with a case study analysis to create a theory. Then, additional instances are looked at to determine when they support idea (Haregu 2012; Thorne 2000).

A goal of this study is to find out how corporate social responsibility initiatives might potentially affect a company's reputation. A goal of this study is to get to some reasonable and conceivable conclusions on issue raised in introductory chapter above. To put it another way, I am going to develop business knowledge that will serve as basis for my views, advice, and conclusions. An analysis of qualitative data will be done in relation to this research using narrative analysis.

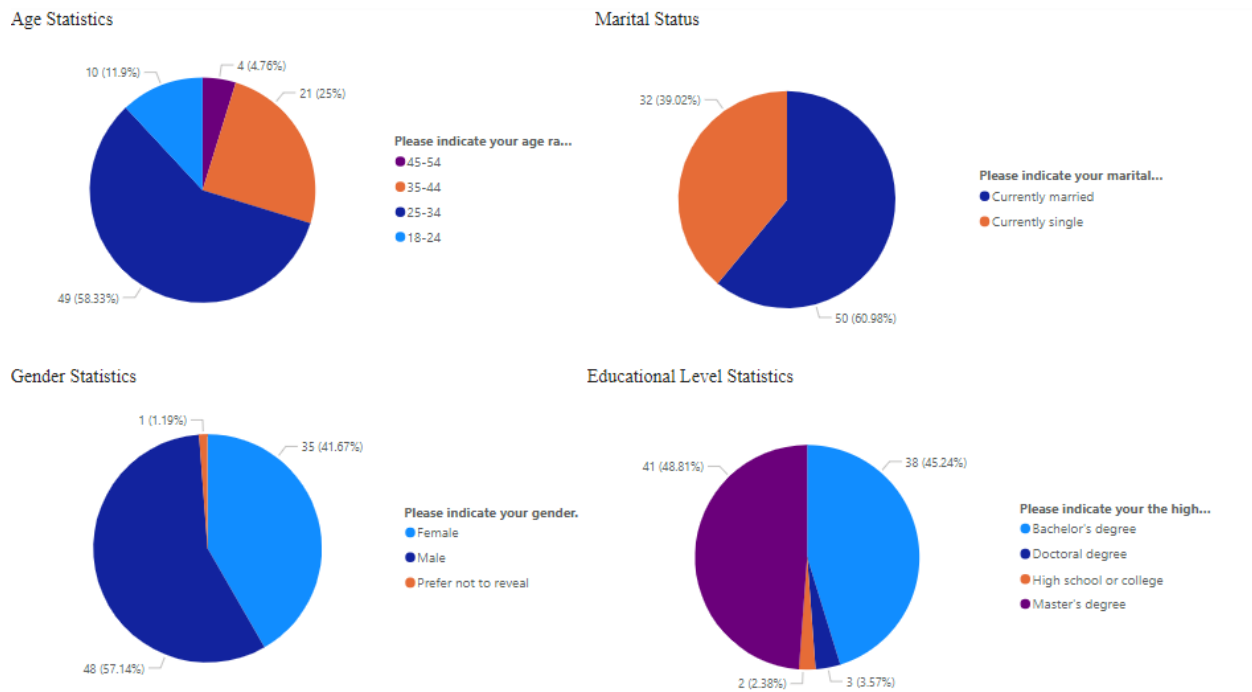
Because I will steadfastly strive to notice the facts associated to the ideas involving corporate social responsibility and their impact on the reputation of firms, I, as a researcher, am flexible in my investigation tactics and I prefer to view on the study as a holistic endeavor. In addition, this semester's project will incorporate qualitative research, which is more suited than quantitative because it will enable me to provide a thorough account and explanation of the phenomena without becoming bogged down in quantification and statistical techniques. By selecting this approach, I give myself greater latitude in the information gathering procedure. Aim of this study is to identify and analyze potential effects of corporate social and environmental responsibility actions on a company's reputation.

5. RESULTS AND DISCUSSIONS

5.1 Quantitative Study Results

5.1.1 Demographic Analysis of the Quantitative Study

Figure 2. Demographic Statistics of the Quantitative Study.



Source: own construction on Power BI software.

Out of a total of 84 participants, 10 (11.9%) were in the 18-24 age range, 49 (58.33%) were in the 25-34 age range, 21 (25%) were in the 35-44 age range, and 4 (4.76%) respondents are in the 45-54 age range. According to the pie chart, the highest density of participants in the age range of 25-34 with 49 (58.33%) employees, and the lowest density of participants is 4 (4.76%) participants in the age range of 45-54.

The frequency distribution of the marital status is as follows: 32 (39.02%) single respondents and 50(60.98%) married respondents.

When Figure. is examined, out of a total of 84 participants, 35 participants (41.67%) are female and 48 participants (57.14%) are male. According to the figure, the percentage of male participant employees is higher than the female participant.

Out of a total of 84 participants, 2 (2.38%) participants were high school or college graduates, 3 (3.57%) participants were possessing the doctoral degree, 38 (45.24%) participants were possessing bachelor’s degree as the highest educational attainment, 41 (48.81%) participants were possessing the master’s degree as the highest educational attainment. According to the pie chart, the highest density of participants consists of 41 (48.81%) employees with the highest educational attainment of master’s degree, and the lowest density of participants consists of 2 (2.38%) high school or college dropouts.

5.1.2 Reliability and Validity Analysis of the Corporate Reputation Scale

Reliability analyzes that express the validity of the expressions in the measurement tools among each other and the extent to which the scale generally reflects the phenomenon it aims to measure are considered essential for all measurements to be made. If scale items are not binary coded such as true/false or yes/no, if likert-type coding is used, the Cronbach alpha coefficient is an internal consistency analysis recommended to be used in likert-type scales (Peterson, 1994). The Cronbach alpha coefficient, which is the measure of the consistency of the scale items with each other, is used to express or question the homogeneous structures of the scale items. As a result of the analysis, it is stated that the scale items with high Cronbach alpha coefficients are consistent with each other and consist of items that can measure the same feature at a close rate (Peterson, 1994).

The Cronbach Alpha coefficients calculated for the perceived corporate reputation scale are shown in the table below.

Table 1. Cronbach alpha test results for Corporate Reputation Scale.

<i>Variables</i>	<i>Cronbach alpha value</i>
<i>Perceived Corporate Reputation</i>	0.9140
<i>Management Quality and Reliability</i>	0.8271
<i>Goods/Services Quality and Diversity</i>	0.8525

Source: Stata output, own calculations.

According to the reliability and validity analysis, the Cronbach Alpha coefficient of all statements in the scale of perception of corporate reputation was determined as 0.9140. According to the 0.9140 value obtained, the scale of perception of corporate reputation is considered to be highly reliable.

Exploratory factor analysis was applied to test the structural validity of the corporate reputation scale for which reliability analysis was made. Factor analysis is a statistical study that explains the variables with a single factor, thus reducing the variable and allowing the sub-dimensions to be defined in this way (Cooper, 1983).

The results of the KMO and chi-square value that emerged after the factor analysis for the corporate reputation scale are shown in the following table.

Table 2. KMO and Bartlett Test Results for Perceived Corporate Reputation Scale.

<i>Kaiser-Meyer-Olkin (KMO) Sample Adequacy Value</i>		0.894
<i>Bartlett's test results</i>	Chi-square value	600.820
	Degrees of freedom	66
	P	0.000

Source: Stata output, own calculations.

If the KMO (Kaiser-Meyer-Olkin) coefficient value is greater than 0.5 ($KMO > 0.5$), it is accepted that the sample size is sufficient for factor analysis (Cooper, 1983). The associated KMO value for corporate reputation scale equaled 0.894, which value is the way above the acceptable threshold.

The factors determined for the analyzed corporate reputation scale and the factor loads related to these factors and the total variance explained are shown in the following table.

Table 3. Factor Loads of Corporate Reputation's Dimensions.

<i>Questions</i>	<i>Factor Load</i>	
	Management Quality and Reliability	Goods/Services Quality and Diversity
<i>Q1</i>	0.8436	
<i>Q2</i>	0.6875	
<i>Q3</i>	0.5896	

<i>Q4</i>	-	
<i>Q5</i>	0.6152	
<i>Q6</i>	0.7841	
<i>Q7</i>	0.7719	
<i>Q8</i>		0.8587
<i>Q9</i>		0.5905
<i>Q10</i>		0.5784
<i>Q11</i>		0.8292
<i>Q12</i>		0.7776

Source: Stata output, own calculations.

As shown in the table above, it is seen that the factor load rates for the perceived corporate reputation scale range between 0.57 and 0.84. According to the factor analysis, statements that had a load below 0.50 and had a combined factor value (Q4) was excluded from the perceived corporate reputation scale. The variance rate of the perceived corporate reputation scale, which is distributed over two factors, was found to be 62,716%. The first of the determined factors is called management quality and reliability, and the second is called the quality of goods / services and diversity.

5.1.2 Reliability and Validity Analysis of the Green Management Practices Scale

The Cronbach Alpha coefficients calculated for the Green Management Practices scale are shown in the following table.

Table 4. Cronbach alpha test results for Green Management Practices scale.

<i>Variables</i>	<i>Cronbach alpha value</i>
<i>Green Management Practices</i>	0.9102
<i>Energy/water Saving and Recycling</i>	0.8070
<i>General Environmental Awareness</i>	0.8559
<i>Visual and External Environment</i>	0.7242

Source: Stata output, own calculations.

According to the reliability and validity analysis, the Cronbach Alpha coefficient of all statements in the green management practices scale was determined as 0.9102. According to the 0.9102 value obtained, the environmental practices scale is considered to be highly reliable.

The results of the KMO and chi-square values that emerged after the factor analysis for the environmental practices scale are shown in the following table.

Table 5. KMO and Bartlett Test Results for Green Management Practices Scale.

<i>Kaiser-Meyer-Olkin (KMO) Sample Adequacy Value</i>		0.866
<i>Bartlett's test results</i>	Chi-square value	528.619
	Degrees of freedom	55
	P	0.000

Source: Stata output, own calculations.

The factors determined for the analyzed green management practices scale and the factor loadings related to these factors and the total variance explained are shown in the following table.

Table 6. Factor Loads of Green Management Practice' Dimensions.

<i>Questions</i>	<i>Factor Load</i>			
	Energy/water Saving and Recycling	General Awareness	Environmental	Visual and External Environment
<i>Q13</i>	0.6353			
<i>Q14</i>	0.7840			
<i>Q15</i>	0.6511			
<i>Q16</i>	0.7235			
<i>Q17</i>		0.5652		
<i>Q18</i>		0.8622		
<i>Q19</i>		0.7837		
<i>Q20</i>		0.8434		
<i>Q21</i>				0.8202
<i>Q22</i>				0.8755
<i>Q23</i>				-

Source: Stata output, own calculations.

As shown in the table above, it is seen that the factor load rates for the environmental practices scale are distributed between 0.56 and 0.87. According to the factor analysis carried out, expressions with a load of less than 0.50 and with an overlapping factor value (Q23) was excluded from the scale of environmental practices. The variance rate of the environmental practices scale distributed over three factors was found to be 55.977%. The first of the factors identified is energy/water saving and recycling, the second is general environmental awareness, and the third is visual and external environment.

5.1.3 Descriptive Analysis for the Quantitative Study

Table 7. Descriptive Statistics.

	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Std.Dev</i>
<i>Management Quality and Reliability</i>	83	1.33	5.00	3.89	0.89
<i>Goods/Services Quality and Diversity</i>	83	1.00	3.80	2.75	0.83
<i>Perceived Corporate Reputation</i>	83	1.09	4.45	3.36	0.86
<i>Energy/water Saving and Recycling</i>	83	1.00	5.00	2.99	1.18
<i>General Environmental Awareness</i>	83	1.00	5.00	2.57	1.13
<i>Visual and External Environment</i>	83	1.00	5.00	3.42	1.31
<i>Green Management Practices</i>	83	1.00	5.00	2.91	1.05

Source: Stata output, own calculations.

In the table above, the perceived corporate reputation scale, the green practices scale and the mean and standard deviations of the sub-dimensions that make up the scales were calculated. When the values for the two dimensions of corporate reputation scale shown in the table are examined, it can be seen that the management quality and reliability dimension are the highest (mean=3.89), and the goods/service quality and diversity dimension are the lowest (mean=2.75). In the light of the data obtained, the most perceived and strongest among the sub-dimensions of the perceived corporate reputation scale is the management quality and reliability dimension. Good/service quality and diversity dimension is weaker. Since the standard deviations in both dimensions have values less than 1, the answers given by the participants to the statements are not

close or similar to each other. When the values for the three dimensions of the green management practices scale shown in the table are examined, it can be seen that the visual and external environment dimension is the highest (mean=3.42) and the general environmental awareness dimension is the lowest (mean=2.57).

5.1.4 Two Independent Samples T-test according to Demographic Variables

In order to perform a t-test in a study, the dependent variable must show normal and homogeneous distribution between groups and there must be a two-category dependent variable (Barnard, 1984). In this part, a t-test was conducted to determine whether there was a significant difference between the genders of the participants and the perceived corporate reputation, green management practices scales, and the sub-dimensions of the scales. The following table shows the differences between the perceived corporate reputation and green management practices dimensions of the participants by gender groups.

Table 8. Independent Samples T-test according to gender.

Variable	Category	N	Mean	Std. Err.	Deg. Of Freedom	t	P
<i>Management Quality and Reliability</i>	Female	48	3.885	0.124	81	-0.0255	0.9797
	Male	35	3.890	0.158			
<i>Goods/Service Quality and Diversity</i>	Female	48	2.725	0.119	81	0.0248	0.9803
	Male	35	2.720	0.170			
<i>Corporate Reputation</i>	Female	48	3.358	0.117	81	-0.0025	0.9980
	Male	35	3.358	0.158			

Source: Stata output, own calculations.

According to the results of the independent groups t-test performed to test the difference between the groups in the table above, it was determined that there was not any statistically significant relationship between the gender variable and perceived corporate reputation scale together with its dimension. The difference between the dimensions was found statistically insignificant as a result of the t-test, which was carried out to determine whether the corporate reputation perception levels differ according to gender or not. In this context, the hypothesis **H2_a** is rejected.

Table 9. Independent Samples T-test according to age.

Variable	Category	N	Mean	Std. Err.	Deg. Of Freedom	t	P
<i>Management Quality and Reliability</i>	18-24	10	3.750	0.201	56	-0.1882	0.8514
	25-34	48	3.809	0.136			
<i>Goods/Service Quality and Diversity</i>	18-24	10	2.420	0.247	56	-0.980	0.3298
	25-34	48	2.708	0.123			
<i>Corporate Reputation</i>	18-24	10	3.145	0.213	56	-0.5576	0.5794
	25-34	48	3.309	0.126			

Source: Stata output, own calculations.

According to the results of the independent samples T-test in the table above, no statistically significant relationship was found between the perceived corporate reputation levels and age groups ($p > 0.05$). **H2_b** is rejected. In other words, the perceived corporate reputation dimensions do not vary according to age groups.

Table 10. Independent Samples T-test according to educational attainment.

Variable	Category	N	Mean	Std. Err.	Deg. Of Freedom	t	P
<i>Management Quality and Reliability</i>	Bachelor's degree	38	3.877	0.155	76	-0.0298	0.9763
	Master's degree	40	3.883	0.136			
<i>Goods/Service Quality and Diversity</i>	Bachelor's degree	38	2.726	0.152	76	-0.0177	0.9859
	Master's degree	40	2.730	0.143			
<i>Corporate Reputation</i>	Bachelor's degree	38	3.354	0.150	76	-0.252	0.9800
	Master's degree	40	3.359	0.132			

Source: Stata output, own calculations.

According to the results of the independent samples T-test in the table above, no statistically significant relationship was found between the perceived corporate reputation levels and educational background ($p>0.05$). **H2c** is rejected. In other words, the perceived corporate reputation dimensions do not vary according to educational background. Only two groups are tested because of lack of the sufficient number of observations for other groups.

Table 11. Independent Samples T-test according to marital status.

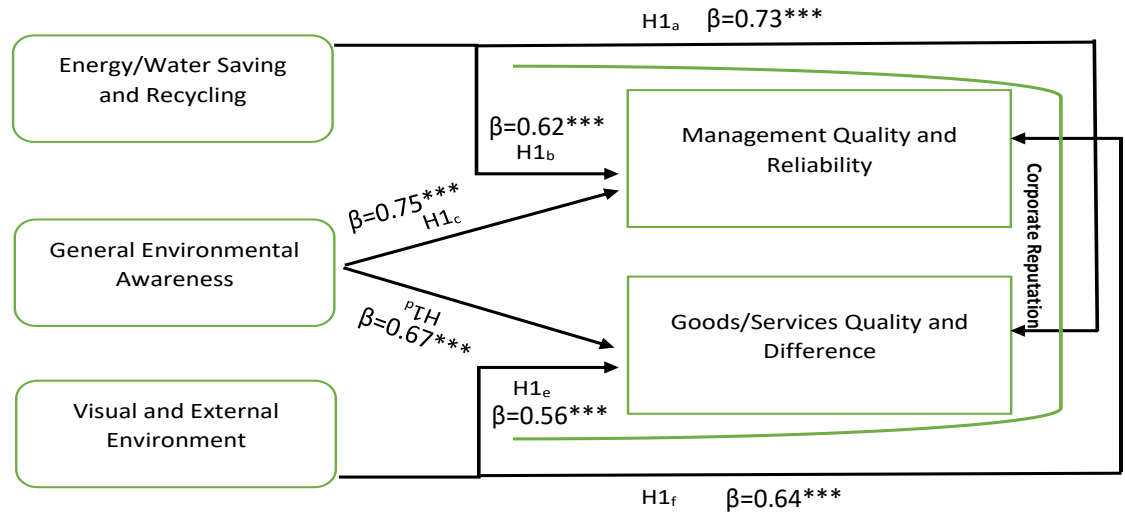
<i>Variable</i>	<i>Category</i>	<i>N</i>	<i>Mean</i>	<i>Std. Err.</i>	<i>Deg. Of Freedom</i>	<i>t</i>	<i>P</i>
<i>Management Quality and Reliability</i>	Single	31	3.737	0.151	81	-1.2002	0.2336
	Married	52	3.978	0.126			
<i>Goods/Service Quality and Diversity</i>	Single	31	2.548	0.171	81	-1.3699	0.1745
	Married	52	2.827	0.120			
<i>Corporate Reputation</i>	Single	31	3.196	0.153	81	-1.3258	0.1886
	Married	52	3.454	0.119			

Source: Stata output, own calculations.

According to the results of the independent samples T-test in the table above, no statistically significant relationship was found between the perceived corporate reputation levels and marital status of the respondents ($p>0.05$). **H2a** is rejected. In other words, the perceived corporate reputation dimensions do not vary according to marital status.

5.1.5 Simple Regression Analysis and Hypotheses Summary

Figure 3. Results of the path analysis on the conceptual model.



Source: own construction.

The findings obtained as a result of the path analysis are shown on the conceptual model above. When the conceptual model is examined, it is seen that the energy/water saving and recycling dimension of the environmental practices scale affects the management quality and reliability dimension of the perceived corporate reputation scale. In other words, a one-unit increase in energy/water saving and recycling dimension causes 0.73 units increase in management quality and reliability ($\beta=0.73$; $t=5.67$; $p = 0.000$). According to the result obtained, **H1_a** is accepted. A one-unit increase in the general environmental awareness dimension causes a 0.75 units increase in the management quality and reliability dimension ($\beta=0.75$; $t=6.56$; $p = 0.000$). According to the result obtained, **H1_b** is accepted. A one-unit increase in the visual external environment dimension causes an increase of 0.64 units in the management quality and reliability dimension ($\beta=0.64$; $t=4.33$; $p = 0.000$). According to the result obtained, **H1_c** is accepted. A one-unit increase in energy/water saving and recycling dimensions leads to an increase of 0.62 units in the quality of goods/services and the dimension of difference ($\beta=0.62$; $t=4.88$; $p = 0.000$). According to the result obtained, **H1_d** is accepted. A one-unit increase in the general environmental awareness dimension causes an increase of 0.67 units in the quality of goods/services and the

dimension of diversity ($\beta=0.67$; $t=5.66$; $p = 0.000$). In line with the result obtained, **H1_e** is accepted. A one-unit increase in the visual external environment dimension causes an increase of 0.56 units in the quality of goods/services and in the difference dimension ($\beta=0.56$; $t=3.74$; $p = 0.000$). In accordance with the result obtained, **H1_f** is accepted.

Finally, one unit increase in the green management practices of the International Bank of Azerbaijan increases the perceived corporate reputation by 0.73 units, which is significant at 99% confidence level with a p-value of 0.000 ($\beta=0.73$; $t=6.74$; $p = 0.005$). **H1** is accepted.

Table 12. Hypotheses Results.

<i>Hypothesis</i>	<i>Result</i>
H1	supported
H1_a	supported
H1_b	supported
H1_c	supported
H1_d	supported
H1_e	supported
H1_f	supported
H2	rejected
H2_a	rejected
H2_b	rejected
H2_c	rejected
H2_d	rejected

Source: own construction.

5.1.6 Discussion of the Findings of the Quantitative Analysis

In the context of the research model, the effect of green management practices dimensions on perceived corporate reputation was examined. In the literature research, it has been determined that although there are many studies on the two subjects under separate headings, the studies in which both subjects are studied are very limited. Moise and others (2019) found that reactive and proactive environmental practices have a moderate positive effect on the perceived corporate reputation perception in their research examining the effect of green management practices on

perceived corporate reputation. Akova and others (2015) in their research examining the effect of environmental awareness on competitiveness in hotel businesses, determined that environmental activities positively affect the competitiveness of hotel businesses. Chen and Tsai (2016) in their study titled green practices and the factors affecting the practice, they determined that environmental activities have positive effects on increasing the profitability of these businesses, reducing cost rates, creating a strong positive image and brand value. Nimri and others (2017) determined that the environmental activities implemented by the insurance companies are perceived positively by the customers and are preferred primarily. In their research, Zejuan and others (2021) found that 94.39% of customers visiting the education centers with eco-label application were satisfied with the services and quality.

According to the findings obtained as a result of the quantitative research, it has been determined that the energy/water saving and recycling dimension of the environmental practices scale positively affects the management quality and reliability dimension of the perceived corporate reputation scale, and the product/service quality and diversity dimensions in the International Bank of Azerbaijan. It has been determined that the general environmental awareness dimension of the environmental practices scale has a positive effect on the management quality and reliability dimension of the perceived corporate reputation scale, and the product/service quality and diversity dimensions. It has been determined that the visual external environment dimension of the environmental practices scale has a positive effect on the management quality and reliability dimension of the corporate reputation inventory scale, as well as the product/service quality and diversity dimensions.

When the green management practices and the sub-dimensions of the perceived corporate reputation scale are examined within the International Bank of Azerbaijan, it is seen that the most proportional effect is between the visual external environment and the management quality and reliability dimensions. In this context, we can say that the harmony of the garden, landscape works and architectural structure of the accommodation enterprises with the natural environment of the enterprise is given the highest importance to the employees. Since the research is applied to all employees, the green management practices that the company carries out in general areas, and which can be observed concretely are the practices that are perceived at the highest rate by its employees. In addition, it is seen that the general environmental awareness dimension has a high

impact on the quality of goods/services and diversity, and management quality and reliability. In this context, we can say that it is highly important for the employees to carry out protective activities in order to minimize the negative effects on the natural environment in which they are located, to inform and raise awareness of their customers and personnel regarding environmental protection activities, and to reuse wastes. It is seen that the least proportionally effect between environmental practices and perceived corporate reputation scale sub-dimensions is between energy/water saving and recycling dimension, and management quality and reliability dimensions. In this context, we can say that the studies carried out in the field of energy and water saving and the studies carried out in the customer serving areas within the scope of green management practices are less important to the personnel compared to other dimensions. The reason for this can be attributed to the fact that some of the employees do not have sufficient knowledge of the relevant activities carried out in the customer serving areas and certain areas of the enterprise and they have not personally experienced the activities carried out.

As a result of the analysis, it was determined that demographic factors such as age, gender, education, and marital status do not affect the employees perception of the corporate reputation dimension, which coincides with the finding of many other researchers (Akova and others, 2015; Sally and Clarke, 2013; Neeman and others, 2019; Zejuan and others, 2021).

5.2 Results of the Qualitative Analysis

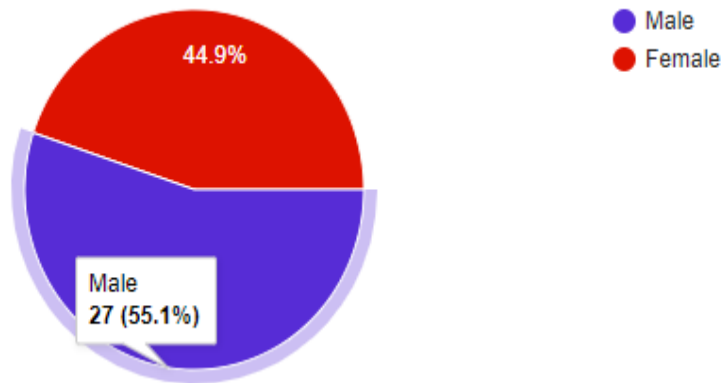
Descriptive analysis, according to Cooper & Schindle (2013), seeks to identify key characteristics of data in a particular research. Descriptive analysis contains entire analysis and descriptive analysis is summarized in this chapter, highlighting most important results from each category based on volume of answers they attracted. A sliding scale from not significant to a very significant extent, another sliding scale from strongly agree to strongly disagree, as well as yes and no responses, are all used in questionnaire. A separate this section analyzes each survey category in a separate way and each section includes sub-practices that majority of respondents approved, as well as those that they disapproved. This section includes assertions for which majority of participants expressed neutrality as well.

Our primary survey data were gathered from individuals in Baku province regarding green management practices between June 2022 and July 2022 through online survey platform and

techniques for convenient random sampling were used to choose groups of our respondents. After our online survey form was completed, a survey composed of 14 questions were given out to respondents, and all of them were completed by our respondents.

First group of survey questions included question on personal characteristics of our respondents such as their age as our first question was about their age. A demographic breakdown of sample of 50 respondents of our survey respondents is given in this section. Of our online survey respondents, 27 (55.1 percent) are men, and remaining 23 (44.9 percent) are women.

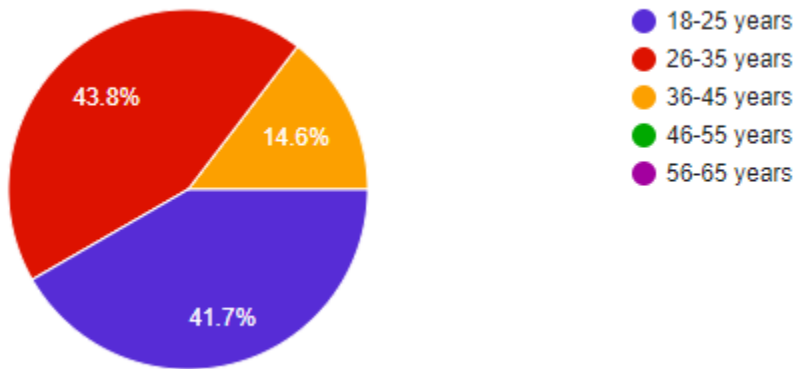
Figure 4. Gender Statistics of Respondents.



Source: Google Forms.

In addition, 20 (41.7 percent) of total respondents are between ages of 18 and 25, 21 (43.8 percent) of total respondents are between ages of 26 – 35, while 8 (14.6 percent) are between ages of 36 and 45.

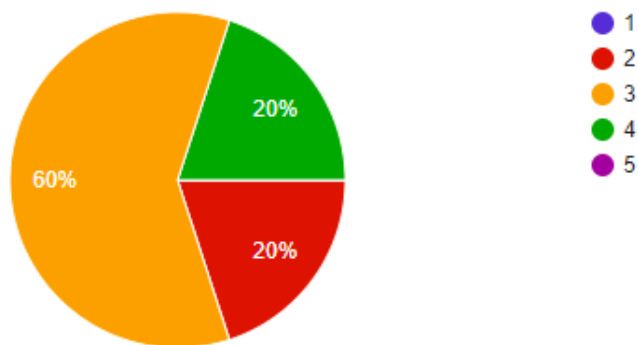
Figure 5. Age Statistics.



Source: Google Forms.

A second group of survey questions that participants were required to respond to regards to green human management concept. With a score of 20 percent, a fifth of collected survey data show that our respondents have a low level of awareness have a medium level of awareness of concept of green human resource management and 20 percent had a medium awareness about green management practices while 60 percent has confirmed that they have a medium level of awareness of green management practices.

Figure 6. Survey Question 1: Awareness of the respondents.

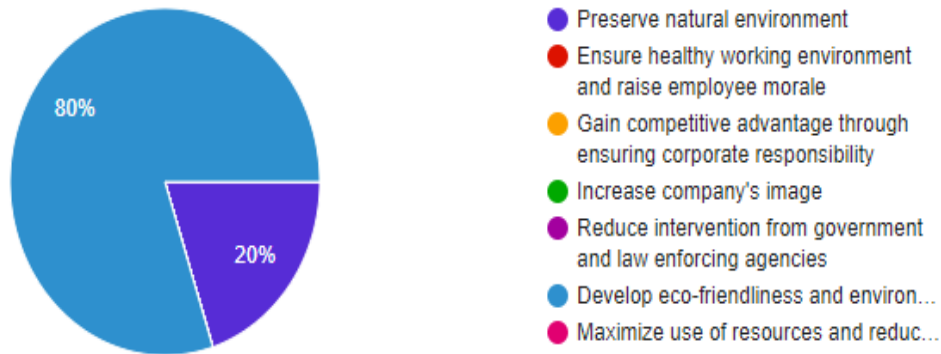


Source: Google Forms.

In addition, we collected opinions of our respondents on main purposes of green management practices adopted by businesses and companies in Azerbaijan, and they chose one

option out of seven total options given below. Around 80 percent of our total survey respondents answered that green management practices are implemented for developing eco-friendliness and environment as a main goal above remaining options while remaining respondents, 20 percent, chose an option of preserving natural environment.

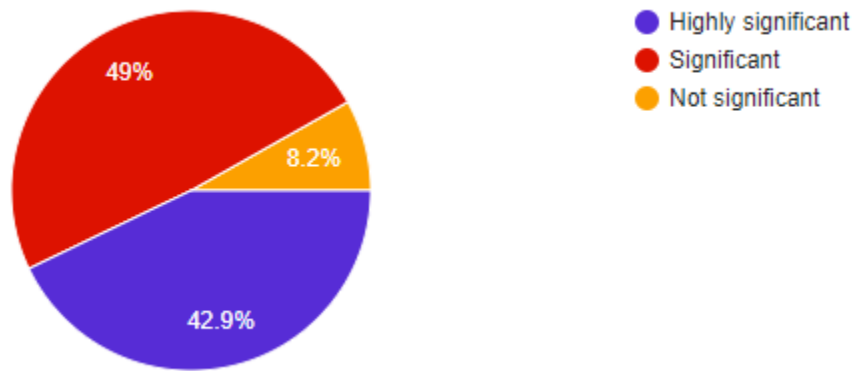
Figure 7. Survey Question 2: The main goals of companies in green management.



Source: Google Forms.

Another category of questions that we have asked our online survey respondents was about their attitudes towards green character of products and services they are buying. We asked whether environmental character of goods and services is an important and significant criterion for our respondents as customers in choosing goods and goods for buying. Around **42.9** percent of total respondents have confirmed that they find environmental character of products and services of companies “highly significant” while 49 percent of total respondents answered that they find it “significant” and remaining 8.2 percent answered that they do not find it “significant”.

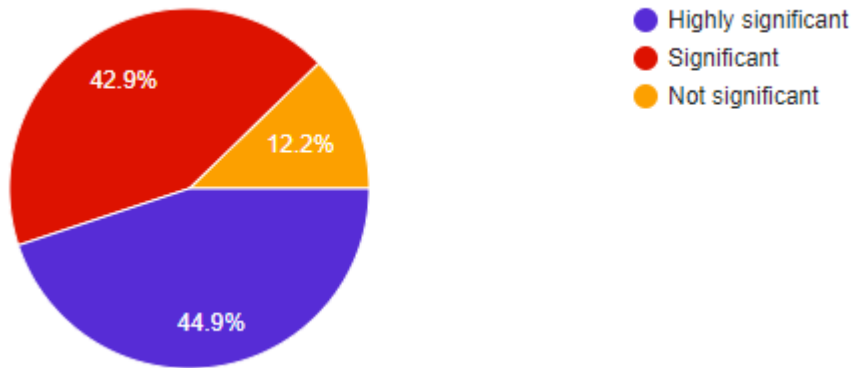
Figure 8. Survey Question 2: Respondents attitudes towards green character of products.



Source: Google Forms.

In addition, we asked our respondents in our fifth question whether they consider environmental character of companies and businesses that produce goods and services which they are willing to buy. In other words, in addition to environmental character of goods and services, environmental character of companies and business has been enquired amongst our respondent in this survey. According to survey results, 44.9 percent of total survey respondents said that environmental character of a company or business is “very significant” impacting their decisions of purchasing goods and services while 42.9 percent of total survey respondents said that environmental character of a company or business is “significant” and 12.2 percent answered that environmental character of a company or a business is “insignificant”.

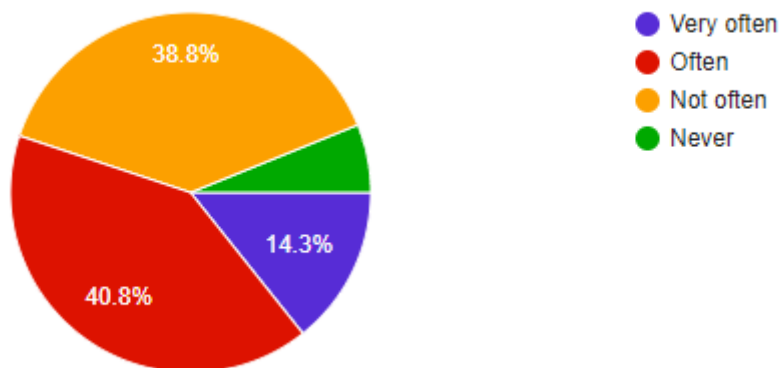
Figure 9. Survey Question 3: Significance of Environmental character of companies that produce goods which respondents are willing to buy.



Source: Google Forms.

Furthermore, we asked our respondents whether they are checking instructions of processes of production of goods that they are purchasing in order to make sure that they are free from animal testing and environmental damages that they can have on quality of lives of ours. We collected interesting responses. We have 50 total respondents, and 7 out of total respondents, which equals to 14.3 percent of responses, said that they are checking it “very often” to make sure that goods they are buying are free from animal testing and environmental damages while 40.8 percent said that they are checking it “often”. In addition, 38.8 percent said that they are checking it “not often” and remaining 6 percent said that they “never” check whether goods and services they are buying are free from animal testing and environmental damages.

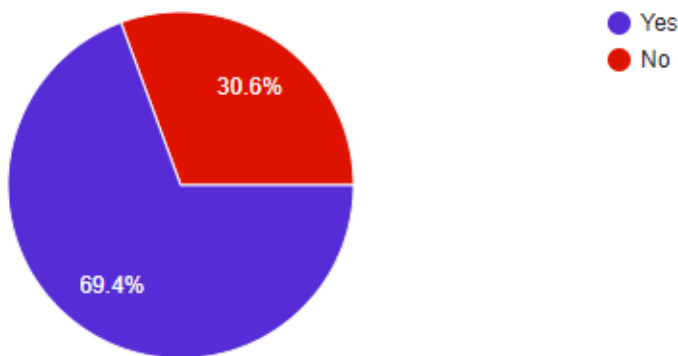
Figure 10. Survey Question 4: Checking the instructions of products and services.



Source: Google Forms.

Other than these, we asked our customers whether a recycled character of a product can motivate them to buy a product. 69.4 percent of our online survey respondents in our eight question have answered “yes” meaning that recycled character of a product makes them acquire that particular product while 30.6 percent of total respondents have answered “no” meaning that recycled character of a product is insignificant for them.

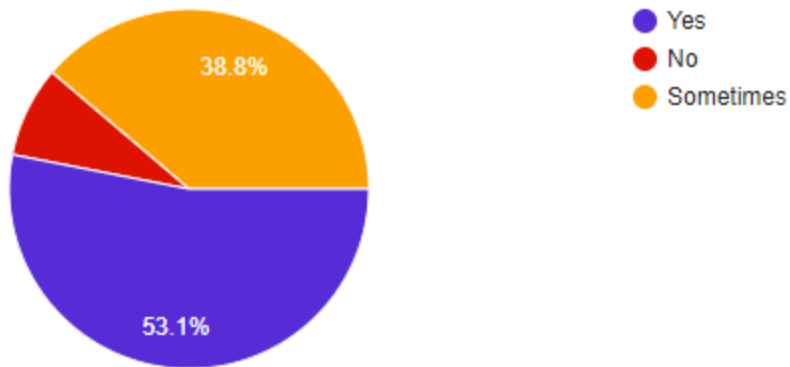
Figure 11. Survey Question 5: Does product recycling motivate the customer?



Source: Google Forms.

Further, our ninth question concerns whether ethical principles and practices of a company or business impact product or services selection or preferences of our respondents. According to survey results, 53.1 percent of respondents answered that they ethical principles and practices of a company matter for them while 38.8 percent said that they matter sometimes depending on products and services that they are willing to buy, and remaining 8.2 percent said that ethical principles and practices are unimportant.

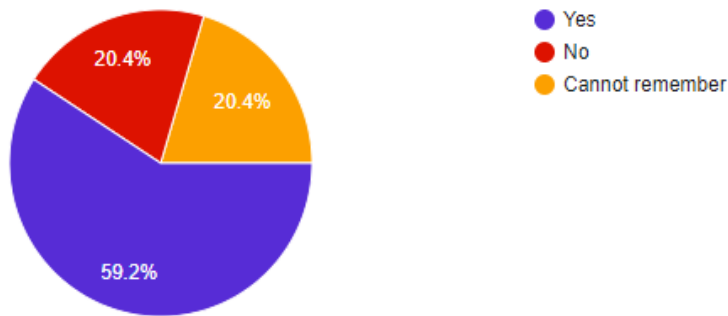
Figure 12. Survey Question 6: Whether the company's ethical principles influence the purchase of the product?



Source: Google Forms.

Accordingly, our tenth question was included to ask our respondents whether they have selected brands of goods and services based on their environmental character or companies and business based on their environmental management practices and activities in last 12 months of their purchasing decisions. 59.2 percent of respondents said that they have selected goods or companies based on their environmental character and activities while 20.4 percent said that they did not use these criteria and another 20.4 percent said that they cannot remember whether they have used these criteria as benchmarks for their consumer preferences.

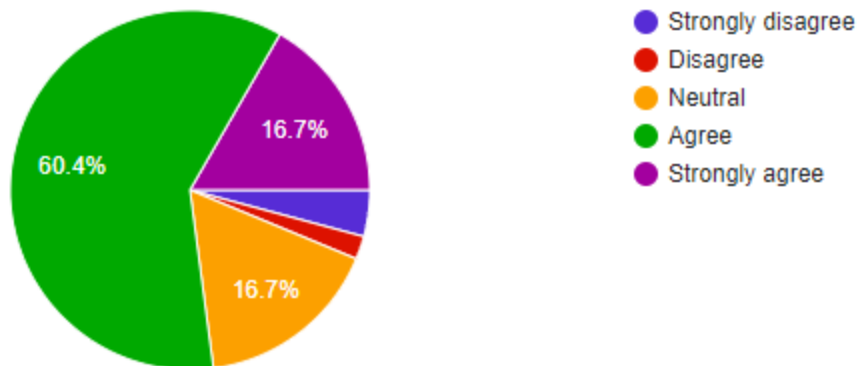
Figure 13. Survey Question 7: Do our respondents choose brands of goods and services based on their environmental practices in the past 12 months of purchasing decisions?



Source: Google Forms.

In addition, we enquired whether our respondents are definitive about their decisions on goods and services that they are purchasing. In our eleventh question, we asked whether they would stop acquiring goods and services when they get environmental or ethical concerns about those products or production processes of those goods. 60.4 percent of our total respondents agreed that they would stop acquiring those goods and services for sure while 2.1 percent said that they would not stop acquiring goods and services for those above-mentioned reasons. In addition, 16.7 remained neutral in that they were unsure whether they would change their mind on purchasing goods and services on those above-mentioned grounds while 16.7 percent disagrees with this statement.

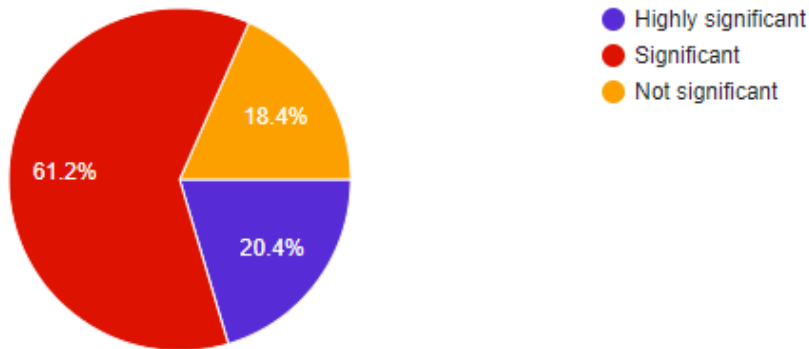
Figure 14. Survey Question 8: Are our respondents firm in their decisions regarding the goods and services they purchase?



Source: Google Forms.

Further, when it comes to corporate social responsibility of companies and businesses and its importance in eyes of customers, we have included a question on this one as well in our online survey. We asked whether corporate social responsibility of companies and business and their charity activities constitute an important purchase factor for you as a customer. 20.4 percent answered that it is a “very significant” purchase factor for them while 61.4 percent of our respondents clicked on “significant” and 18.4 percent of respondents clicked on “insignificant” meaning that corporate social responsibility and charity activities of companies and businesses.

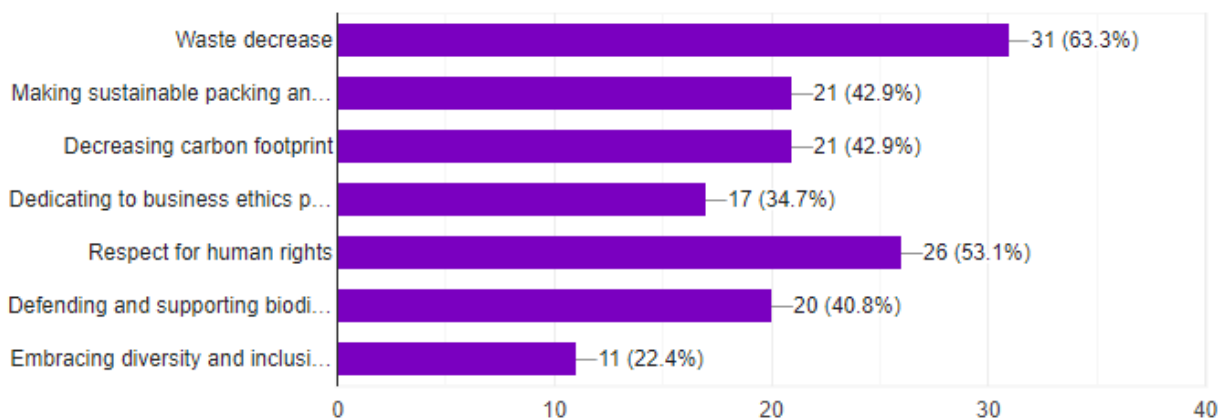
Figure 15. Survey Question 9: The importance of corporate social responsibility and philanthropic activities of companies and businesses for customer purchase.



Source: Google Forms.

Furthermore, we asked our respondents to choose three options out of seven environmental and sustainable principles that they value most over other options. Most selected options selected by our respondents constitute waste decrease, respect for human rights, and decreasing carbon footprint. Our remaining options are principles selected less by our respondents such as options of dedicating business ethics principles, defending and supporting biodiversity, and embracing diversity and inclusions principles.

Figure 16. Survey Question 10.



Source: Google Forms.

At last, our last question concerned whether customers would be willing to pay more prices for environmental goods and services over goods and services that are not environmental and do not conform to ethical principles. 35.4 percent of our respondents said that they would pay more for goods and services that processes of production of which have conformed to ethical and environmental principles while 52.1 percent of respondents said that they would pay more when they are able to pay more and 12.5 percent of respondents said that price is a significant factor for them meaning that they would not pay a price above an average.

Figure 17. Survey Question 11: Paying more while considering the environmental qualities of the product.



Source: Google Forms.

5.2.1 Discussion of the Findings of the Qualitative Study

Based on our results, we can argue that growing customer pressure in Azerbaijan controls effect of green management and sustainability on corporate reputation businesses and companies. This finding is in line with empirical data and survey results that has been collected on beneficial effects of green management on corporate reputation. Our research findings from literature review demonstrate that green management practices and policies adopted by businesses and companies have a positive impact on corporate reputation as they minimize environmental concerns of stakeholders (Deephouse, 2016). As a result, improving and adopting more sustainable production methods and management strategies in businesses and companies can foster trust and confidence amongst customers and various stakeholders can translate into better corporate reputation amongst stakeholders (Rao and Halt, 2005). A company or business must execute sustainability practices and must make investments in sustainable manufacturing methods in order to realize more

financial gains through improving sales and fostering more trust amongst customers. A research conducted by Klassen and McLaughlin in 1996 helps us to draw a conclusion that adoption of green sustainability practices by businesses and companies makes a business more and more desirable for stakeholders in comparison to those companies which do not execute these green management practices. In addition, based on our findings from literature review, we can infer that executing sustainable and environmental business practices lead to a good corporate business reputation which results in positive feedback from community members, workers, and consumers, which may ultimately lead to a lasting brand reputation (Ghosh, 2017). Our findings have demonstrated that a great majority of findings of previous academic researches and studies conducted on this relationship between green management and corporate reputation prove that this relationship is valid and solid.

A bulk of studies done in this field, as reviewed in previous sections of this paper, demonstrates that application of green management strategies ranging from green chain management to green human resource management in a number of countries all across globe have improved corporate reputation of businesses and companies, which are engaged in industrial production and manufacturing sector in particular. As global awareness on environmental protection and sustainability is on rise, as previous studies argue, customers become more inclined towards paying more attention to environmental and sustainable practices of businesses and corporate entities when they decide to purchase goods and services. As these studies providing similar results across countries would allow us to say that customers in Azerbaijan as a result of growing global awareness on environmental protection have become more and more cautious and attentive while choosing goods and services that they are planning to purchase. Arguing that this is a global tendency and recent development, we can argue that those positive changes are taking place in Azerbaijan as well based on a global experience. However, our analysis will not be limited to our analysis of findings from our literature review because we have conducted an online survey amongst customers to collect empirical data and test whether this relationship exists in Azerbaijani market.

Some authors reviewed in our literature review demonstrate that external variables such as social, situational, or environmental variables are becoming more and more significant for customer purchasing decisions than internal factors such as demographics (age or gender) or

psychological (perception or knowledge) as well as corporate sustainability and corporate prestige, This paper is committed to demonstrating importance of sustainability for businesses and evaluating its relevance to consumer purchasing patterns and reputation, which is fostering long-term relationships.

In addition, I found that green management practices have a favorable impact on workers as they are getting more motivated and encouraged to apply green rules and regulation reducing environmental externalities embracing environmental habits and working abilities. All these we can argue that lead to better corporate reputation as customers are getting informed by well-informed workers who are promoting green management practices in their workplaces.

Further, based on results confirming that environmental consciousness of Azerbaijani citizens is low, I can argue that although more and more people are increasing their environmental consciousness, Azerbaijan remains as one of countries where environmental consciousness is below average due to a number of reasons such as low quality of education, governmental ignorance, political ideologies, media, and industrialization. All these factors have impaired development of green management in Azerbaijan.

In addition, positive relationship between green management and economic growth level can help us draw a conclusion that economic development of Azerbaijan is causing more and more people developing environmental consciousness. This argument relies on a fact that more industrial production means more pollution and more industrial waste, and as Azerbaijan's GDP growth is associated with oil and gas industry, which is one of most polluting sectors, this relationship can be applied in Azerbaijan and predictions such as increasing environmental awareness together with increasing industrial growth can be made. In other words, Environmental Kuznets Curve (EKC) can explain and predict environmental awareness growth in Azerbaijan based on trends experienced and observed in developed countries such as EU countries.

Other than these, as surveys amongst foreign companies in Azerbaijan demonstrate, Azerbaijan is lacking regulations that would incentivize companies and businesses apply green management techniques in addition to prohibiting environmental pollution. In other words, measures encouraging companies and businesses applying green management techniques are

lacking, and this is a sign of a slow development of green management on corporate level in Azerbaijan.

From June 2022 to July 2022, we conducted an online survey with customers in Azerbaijan with 50 respondents in total. When we asked our respondents to rate their level of familiarity with green management from a range of 1 to 5, a great majority, 60 percent, responded that they are familiar with green management clicking on 3, which is a medium level of familiarity while 20 percent clicked on 2 which is a substantial level of familiarity of customers with green management. In other words, we found out that people in Azerbaijan follow a tendency of global environmental awareness and green management mentioned by previous authors. In addition, survey results demonstrating that a great majority of respondents chose options such as preserving natural environment and achieving a competitive advantage as a purpose of green management. This demonstrates that customers in Azerbaijan have knowledge about purpose of a green management and they know that a final objective of green management is protection of environment.

Further, results showing that 8.2 percent out of total respondents said that environmental character of a business or company is insignificant while rest said it is significant allow us to say that customers in Azerbaijan are taking green management practices of businesses and companies into consideration and see as a main criterion of their purchasing decisions. More and more people in Azerbaijan are preferring goods and services of companies with green management practices over companies with no these practices of green management. This is an indicator of changing purchasing patterns of consumers in Azerbaijan. In addition, a great majority of our respondents saying that green and environmental character of goods they are purchasing is important criterion for them. This allows us to say that customers in Azerbaijan have become concerned about negative externalities of production of businesses and companies, therefore, they have become accustomed to use this as a criterion when choosing to buy goods and services. In a similar way, our results showing that a majority of customers check instructions of products whether they are free from environmental damages allow us to conclude that customers in Azerbaijan have some expectations from businesses in terms of environmental protection and preservation. In addition, a fact that products with a recycled character are preferred more by customers indicates that waste decrease and plastic pollution minimization have become major concerns of customers in last few

years as a majority of survey participants said that they selected goods and services based on environmental practices of businesses in last 12 months of their purchasing history.

More than half of respondents said that they would stop acquiring goods and services when they have environmental or ethical concerns regarding production or provision of those goods and services. In other words, reputation of a business or company in eyes of customers is determined whether they implement green management techniques in production or delivery.

In addition, people are asked about choosing three options out of seven environmental principles that they think are most significant above all. Amongst all, waste decrease and carbon emissions minimization have been selected by more than others showing that people care about environment more than they care about business ethnics and charity activities of businesses and companies. Further, a great majority of respondents said that they would pay more for goods and services that comply with principles of environmental protection. This is an indicator of growing inclination of people towards buying goods and services of businesses and companies that comply with environmental and ethical principles.

Based on all these, we can conclude that customer pressure on businesses regarding environmental and ethical practices of businesses has been growing and more and more people care about these principles when they are purchasing goods and services. This is a global tendency because environmental problems have become globally threatening and concerning, and these are visible in developing countries such as Azerbaijan as our survey results demonstrated. In other words, sensitivity of businesses towards environmental and social issues has increased due to a relationship between corporate reputation and customer pressure regarding these matters in Azerbaijan. It has been determined that customers have more positive opinions about businesses with sustainability practices of green management.

6. CONCLUSION AND LIMITATIONS

6.1. Conclusion

This study set out to determine how green management affects corporate reputation and the perception of customers regarding the green management practices. This analysis comprised a variety of green management operations that took into account internal and external factors.

Green human resources management, internal environmental management, eco-design of goods and processes, green buying and distributing, and recovery of investment were examined. By separating government regulatory pressure in form of a coercive driver from non-coercive drivers that instruct businesses to adopt green practices in a more proactive manner, such as attracting more customers as a result of environmental practices, building brand reputation, or gaining a competitive edge in local market, we attempted to link environmental drivers, customer pressure in particular, in order to see a way that they affect adoption process.

Our survey's findings of the qualitative study show a strong correlation between environmental management and initiatives and corporate reputation in Azerbaijan. Customers in Azerbaijan as a result of growing global awareness about environmental protection have become cautious about environmental activities and green management techniques of companies and businesses as our survey results provided. A great majority of survey participants noted that they make sure that products they purchase are free from environmental damages, animal testing, businesses producing those products do not harm environment via production, corporate social responsibility activities of businesses, and ethical principles of companies. Our survey population confirmed that green character of products and green character of businesses are important purchase variables for them.

According to the findings obtained as a result of the quantitative research, it has been determined that the energy/water saving and recycling dimension of the environmental practices scale positively affects the management quality and reliability dimension of the perceived corporate reputation scale, and the product/service quality and diversity dimensions in the International Bank of Azerbaijan. It has been determined that the general environmental awareness dimension of the environmental practices scale has a positive effect on the management quality and reliability dimension of the perceived corporate reputation scale, and the product/service quality and diversity dimensions. It has been determined that the visual external environment dimension of the environmental practices scale has a positive effect on the management quality and reliability dimension of the corporate reputation inventory scale, as well as the product/service quality and diversity dimensions.

Our results show empirically that green management is linked to a good corporate reputation, showing that putting green management into practice helps a company achieve a

competitive edge. By demonstrating that businesses or companies must implement internal, supplier, and customer green management together instead of adopting individual practices, it offers a potential explanation for inconsistent results in past regarding effects of green management practices on corporate reputation.

Other than these, literature covering environmental management in Azerbaijan demonstrated that rules and regulations in Azerbaijan are prohibiting environmental hazards of industrial and production activities of businesses and companies on paper, but they are ineffective in incentivizing and encouraging companies for switching to green management. This was confirmed by 70 percent of foreign companies in Azerbaijan that environmental rules and regulations are ineffective (EU Business Climate Survey, 2021). In addition, although a growing number of people are developing environmental consciousness and awareness, level of environmental awareness in Azerbaijan is low in comparison to developed countries where environmental externalities of industrial production have been mitigated by more effective methods such informing public at large and providing incentives for businesses and companies to reduce damage on environment. This implied that economic growth of Azerbaijan will lead to more and more people having environmental consciousness over time. In other words, higher economic growth means higher environmental deterioration which means growing environmental concerns of people living in Azerbaijan. In addition, underdeveloped ecotourism in Azerbaijan is a result of lack of education.

6.2. Limitations

Despite fact that our research is well-organized and rigid in terms of results and data used, following constraints, such as time constraints, should be acknowledged in our study because our current study was conducted during a certain time period and represents a reflection of circumstances that were prevailing at that time. In addition, effectiveness of current project and validity of our results are influenced by national economic, social, and political factors. Taking these limits into consideration, absence of subjectivity in current undertaking cannot be guaranteed due to those reasons. Another significant restriction is that we conducted a qualitative study among 51 people in Baku and cannot guarantee that every one of our participants was truthful in their responses and observations. The quantitative study covered only the employees of the International

Bank of Azerbaijan employed in the Baku region. It is recommended for the future studies to cover the whole banking sector/all other regions of Azerbaijan/all other sectors.

References

- Akova, O., Tanriverdi, H., & Emiroglu, B. (2015). The Relationship Between Turnover Intention and Demographic Factors in Hotel Businesses: A Study at Five Star Hotels in Istanbul. *Procedia - Social and Behavioral Sciences*, 207(1), 385-397. Retrieved from <https://www.sciencedirect.com/science/article/pii/S1877042815052416>
- Anderson, J., & Gerbing, D. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(1), 411-423. Retrieved from [https://www.scirop.org/\(S\(351jmbntvnsjt1aadkposzje\)\)/reference/ReferencesPapers.aspx?ReferenceID=1605818](https://www.scirop.org/(S(351jmbntvnsjt1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=1605818)
- Barnard, G. A. (1984). Comparing the Means of Two Independent Samples. *Journal of the Royal Statistical Society. Series C (Applied Statistics)*, 33(3), 266-271. Retrieved from https://www.jstor.org/stable/2347702#metadata_info_tab_contents
- Abdelzاهر, D., & Newburry, W. (2016). Do green policies build green reputations? *Journal of Global Responsibility*, Vol. 7 (2), pp. 226 - 246.
- Abdul-Rashid, S. H., Sakundarini, N., Ghazilla, R. A. R., & Thurasamy, R. (2017). “The impact of sustainable manufacturing practices on sustainability performance”. *International Journal of Operations and Production Management*, Vol. 37, Issue 2, pp. 182 - 204.
- Afum, E., Agyabeng-Mensah, Y., Sun, Z., Frimpong, B., Kusi, L. Y., & Acquah, I. S. K. (2020). “Exploring the link between green manufacturing, operational competitiveness, firm reputation and sustainable performance dimensions: a mediated approach”. *Journal of Manufacturing Technology Management*, Vol. 31, Issue 7, pp. 1417 - 1438.
- Agustini, M., Baloran, A., Bagano, A., Tan, A., Athanasius, S., & Retnawati, B. (2021). “Green Marketing Practices and Issues: A Comparative Study of Selected Firms in Indonesia and Philippines”. *Journal of Asia-Pacific Business*, Vol. 22, Issue 3, pp. 164 - 181.
- Ahmad, S., & Nisar, T. (2015). “Green Human Resource Management: Policies and practices”. *Cogent Business & Management*, Vol. 2, Issue 1, pp. 1-13.

- Alayón, C., Säfsten, K., & Johansson, G. (2017). “Conceptual sustainable production principles in practice: do they reflect what companies do?”. *Journal of Cleaner Production*, Vol. 141, pp. 693 - 701.
- Amis, J. M., & Silk, M. L. (2008). *The Philosophy and Politics of Quality in Qualitative Organizational Research*. *Organizational Research Methods*, Vol. 11 (3), pp. 456 - 480.
- Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Agyabeng-Mensah, Y., Afum, E., Faibil, D., Abdoulaye, F. A. M. (2021). “Examining the correlations between stakeholder pressures, green production practices, firm reputation, environmental and financial performance: Evidence from manufacturing SMEs”. *Sustainable Production and Consumption*, Vol. 27, pp. 100 - 114.
- Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Issau, K., & Abdoulaye, F. A. M. (2020). “Understanding the influence of environmental production practices on firm performance: a proactive versus reactive approach”. *Journal of Manufacturing Technology Management*, Vol. 32, Issue 2, pp. 266 - 289.
- Behfar, K., & Okhuysen, G. A. (2018). Perspective—Discovery Within Validation Logic: Deliberately Surfacing, Complementing, and Substituting Abductive Reasoning in Hypothetico-Deductive Inquiry. *Organization Science*, Vol. 29 (2), pp. 191-355.
- Brammer, S., & Pavelin, S. (2004). Building a good reputation. *European Management Journal*, Vol. 22 (6), pp. 704-713.
- Bryman, A., & Bell, E. (2015). *Business Research Methods*. 4th ed., Oxford University Press, p. 27.
- Buffa, F., Franch, M., & Rizio, D. (2018). “Environmental management practices for sustainable business models in small and medium sized hotel enterprises”. *Journal of Cleaner Production*, Vol. 194, pp. 656 - 664.

- Çankaya, S. Y., & Sezen, B. (2019). "Effects of green supply chain management practices on sustainability performance". *Journal of Manufacturing Technology Management*, Vol. 30 Issue 1, pp. 98 - 121.
- Choy, L. (2014). The Strengths and Weaknesses of Research Methodology: Comparison and Complimentary Between Qualitative and Quantitative Approaches. *IOSR Journal of Humanities and Social Science*, Vol. 19, Issue 4, pp. 99-104.
- Creswell, J. W. (2011). "Research Design: Qualitative, Quantitative and Mixed Method Approaches" (4th Ed.). Los Angeles: Sage Publications.
- Chen, T.-J. (2016). Corporate Reputation and Financial Performance of Life Insurers. *The Geneva Papers on Risk and Insurance. Issues and Practice*, 41(3), 378-397. Retrieved from https://www.jstor.org/stable/24736730#metadata_info_tab_contents
- Chen, Y.-S., & Chang, C.-H. (2013). Greenwash and Green Trust: The Mediation Effects of Green Consumer Confusion and Green Perceived Risk. *Journal of Business Ethics*, 114(3), 489-500. Retrieved from https://www.jstor.org/stable/23433794#metadata_info_tab_contents
- Christou, E. (2003). Service quality management in hospitality, tourism and leisure. *International Journal of Tourism Research*, 5(1), 75-77. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1002/jtr.396>
- Clarke, S. (2013). Corporate Reputation, Regulation, and Technological Change. *The Business History Review*, 87(4), 630-632. Retrieved from https://www.jstor.org/stable/43299199#metadata_info_tab_contents
- Cooper, J. C. (1983). Factor Analysis: An Overview. *The American Statistician*, 37(2), 141-147. Retrieved from https://www.jstor.org/stable/2685875#metadata_info_tab_contents
- DesJardins, J. (2005). Business and Environmental Sustainability. *Business & Professional Ethics Journal*, 24(1/2), 35-59. Retrieved from https://www.jstor.org/stable/27801371#metadata_info_tab_contents

- Deephouse, D.L., Newburry, W., & Soleimani, A. (2016). "The effects of institutional development and national culture on cross-national differences in corporate reputation". *Journal of World Business*, Vol. 51, Issue 3, pp. 463 - 473.
- Denzin, N. K., & Lincoln, Y. S. (2005). *The SAGE Handbook of Qualitative Research* (3rd Ed.). California: SAGE Publications.
- Dillman, D. A., de Leeuw, E. D., & Hox, J. J. (Eds.) (2008). *International Handbook of Survey Methodology*. European Association of Methodology Book Series.
- Disman, A. M., & Barliana, S. M. (2017). "The Use of Quantitative Research Method and Statistical Data Analysis in Dissertation: An Evaluation Study". *International Journal of Education*, Vol. 10, Issue 1, pp. 46-52.
- Fernando, Y., & Wah, W. X. (2017). "The impact of eco-innovation drivers on environmental performance: empirical results from the green technology sector in Malaysia". *Sustainable Production and Consumption*, Vol. 12, pp. 27 - 43.
- Fombrun, C. J. (1996). *Reputation: realizing value from the corporate image*. Boston, MA: Harvard Business School Press.
- Ghazilla, R. A. R., Sakundarini, N., Abdul-Rashid, S. H., Ayub, N. S., Olugu, E. U., & Musa, S.N. (2015). "Drivers and barriers analysis for green manufacturing practices in Malaysian SMEs: a preliminary finding". *Procedia Cirp*, Vol. 26, pp. 658 - 663.
- Ghosh, S. K. (2017). "Green supply chain management in production sectors and its impact on firm reputation". *Journal of New Theory*, Vol. 18, pp. 53 - 63.
- Ha, L., Hu, X., Fang, L., Henize, S., Park, S., Stana, A., & Zhang, X. (2015). Use of Survey Research in Top Mass Communication Journals 2001–2010 And the Total Survey Error Paradigm. *The Review of Communication*, Vol. 15 (1), pp. 39-59.
- Klassen, R. D., & McLaughlin, C. P. (1996). "The impact of environmental management on firm performance". *Management Science*, Vol. 42, Issue 8, pp. 1199 - 1214.

- Kleindorfer, P. R., Singhal, K., & Van Wassenhove, L. N. (2005). "Sustainable operations management". *Production and Operations Management*, Vol. 14, Issue 4, pp. 482 - 492.
- Köseoglu, M. A., González-Rodríguez, M. R., Martín-Samper, R. C., & Okumus, F. (2019). Hotels' corporate social responsibility practices, organizational culture, firm reputation, and performance. *Journal of Sustainable Tourism*, Vol. 27 (3), pp. 398-419.
- Loknath, Y., & Azeem, B. A. (2017). "Green Management - Concept and Strategies". National Conference on Marketing and Sustainable Development, October 2017.
- Lorino, P. (2018). *Pragmatism and organization studies*. Oxford University Press, London, United Kingdom.
- Majumdar, A., & Sinha, S. K. (2019). "Analyzing the barriers of green textile supply chain management in Southeast Asia using interpretive structural modeling". *Sustainable Production and Consumption*, Vol. 17, pp. 176 - 187.
- Martinez, A. D., Russell, Z. A., Maher, L. P., Brandon-Lai, S. A., & Ferris, G. R. (2017). The sociopolitical implications of firm reputation: Firm financial reputation× social reputation interaction on firm financial performance. *Journal of Leadership & Organizational Studies*, Vol. 24 (1), pp. 55-64.
- Maruthi, G. D., & Rashmi, R. (2015). "Green manufacturing: it's tools and techniques that can be implemented in manufacturing sectors". *Materials Today: Proceedings*, Vol. 2, Issue 5, pp. 3350 - 3355.
- Mathews, J. (2018). "Implementing Green Management in Business Organizations". *The IUP Journal of Business Strategy*, Vol. 15, Issue 2, pp. 46 - 62.
- Niemann, W., Kotze, T., & Adamo, F. (2016). "Drivers and barriers of green supply chain management implementation in the Mozambican manufacturing industry". *Journal of Contemporary Management*, Vol. 13, Issue 1, pp. 977 - 1013.

- Paul, I. D., Bhole, G. P., & Chaudhari, J. R. (2014). "A review on green manufacturing: it's important, methodology and its application". *Procedia Materials Science*, Vol. 6, pp. 1644 - 1649.
- Raharjo, K. (2019). "The role of green management in creating sustainability performance on the small and medium enterprises". *Management of Environmental Quality*, Vol. 30, Issue 3, pp. 557 - 577.
- Rao, P., & Holt, D. (2005). "Do green supply chains lead to competitiveness and economic performance?". *International Journal of Operations and Production Management*, Vol. 25, Issue 9, pp. 898 - 916.
- Redante, R. C., de Medeiros, J. F., Vidor, G., Cruz, C. M. L., & Ribeiro, J. L. D. (2019). "Creative approaches and green product development: using design thinking to promote stakeholders' engagement". *Sustainable Production and Consumption*, Vol. 19, pp. 247 - 256.
- Rehman, M. A., Seth, D., & Shrivastava, R. L. (2016). "Impact of green manufacturing practices on organisational performance in Indian context: an empirical study". *Journal of Cleaner Production*, Vol. 137, pp. 427 - 448.
- Rindova, V., & Martins, L. L. (2012). Show me the money: A multidimensional perspective on reputation as an intangible asset. In *The Oxford handbook of corporate reputation*.
- Roy, M., & Khastagir, D. (2016). "Exploring role of green management in enhancing organizational efficiency in petro-chemical industry in India". *Journal of Cleaner Production*, Vol. 121, pp. 109 - 115.
- Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of business research*, Vol. 68 (2), pp. 341-350.

- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students*. 6th ed., Pearson Education Limited.
- Sezen, B., & Cankaya, S. Y. (2013). "Effects of green manufacturing and eco-innovation on sustainability performance". *Procedia-Social and Behavioral Sciences*, Vol. 99, pp. 154 - 163.
- Shashi, C. P., Cerchione, R., & Singh, R. (2019). "The impact of leanness and innovativeness on environmental and financial performance: insights from Indian SMEs". *International Journal of Production Economic*, Vol. 212, pp. 111 - 124.
- Singer, E. & Ye, C. (2013). The use and effects of incentives in surveys. *The Annals of the American Academy of Political and Social Science*, Vol. 645, pp. 112-141.
- Smith, K. T., Smith, M., & Wang, K. (2010). Does brand management of corporate reputation translate into higher market value?. *Journal of Strategic Marketing*, Vol. 18 (3), pp. 201-221.
- Spekle, R. F. & Widener, S. K. (2018). Challenging issues in survey research. Discussion and suggestions. *Journal of Management Accounting Research*, Vol. 30, pp. 3-21.
- Turban, D. B., & Cable, D. M. (2003). "Firm reputation and applicant pool characteristics". *Journal of Organizational Behaviour*, Vol. 24, Issue 6, pp. 733 - 751.
- Veh, A., Göbel, M. & Vogel, R. (2019). Corporate reputation in management research: a review of the literature and assessment of the concept. *Business Research*, Vol. 12, pp. 315-353.
- Veleva, V., & Ellenbecker, M. (2000). "A proposal for measuring business sustainability". *Greener Management International*, Vol. 31, Issue 3, pp. 101 - 120.
- Weigelt, K., & Camerer, C. (1988). Reputation and corporate strategy: a review of recent theory and applications. *Strategic Management Journal*, Vol. 9 (5), pp. 443-454.

- Wibowo, M. A., Handayani, N. U., & Mustikasari, A. (2018). "Factors for implementing green supply chain management in the construction industry". *Journal of Industrial Engineering and Management*, Vol. 11, Issue 4, pp. 651 - 679.
- Zhu, Q., & Sarkis, J. (2004). "Relationships between operational practices and performance among early adopters of green supply chain management practices in Chinese manufacturing enterprises". *Journal of Operations Management*, Vol. 22, Issue 3, pp. 265 - 289.
- Fombrun, C. J., Gardberg, N. A., & Sever, J. M. (2000). The Reputation QuotientSM: A multi-stakeholder measure of corporate reputation. *Journal of Brand Management*, 7(1), 241-255. Retrieved from <https://link.springer.com/article/10.1057/bm.2000.10>
- Karpoff, J. A. (2013). Reputation and the Foundations of Trust in Economic Transactions. *The Business History Review*, 87(4), 632-634. Retrieved from https://www.jstor.org/stable/43299200#metadata_info_tab_contents
- Miles, M. P., & Covin, J. G. (2000). Environmental Marketing: A Source of Reputational, Competitive, and Financial Advantage. *Journal of Business Ethics*, 23(3), 299-311. Retrieved from https://www.jstor.org/stable/25074246#metadata_info_tab_contents
- Moise, M. S., Saura, I., Seric, M., & Molina, M. (2019). Influence of Environmental Practices on Brand Equity, Satisfaction and Word of Mouth. *Journal of Brand Management*, 26(1), 646-657.
- Neeman, Z., Ory, A., & Yu, J. (2019). The benefit of collective reputation. *The Rand Journal of Economics*, 50(4), 787-821. Retrieved from https://www.jstor.org/stable/45219893#metadata_info_tab_contents
- Neville, B. A., Bell, S. J., & Menguc, B. (2005). Corporate reputation, stakeholders and the social performance-financial performance relationship. *European Journal of Marketing*, 39(9/10), 1184-1198. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/03090560510610798/full/html>
- Nimri, R., Patiar, A., & JIn, X. (2019). Consumers' Intention to Stay in Green Hotels in Australia: Theorization and Implications. *Journal of Hospitality & Tourism Research*,

- 44(1), 149-168. Retrieved from
<https://journals.sagepub.com/doi/full/10.1177/1096348019862602>
- Pertusa-Ortega, E. M., Lopez-Gamero, M. D., & Pereira-Moliner, J. (2018). Antecedents of Environmental Management: The Influence of Organizational Design and Its Mediating Role Between Quality Management and Environmental Management. *Organization & Environment*, 31(4), 425-443. Retrieved from
https://www.jstor.org/stable/26614738#metadata_info_tab_contents
- Peterson, R. A. (1994). A Meta-Analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research*, 21(2), 381-391. Retrieved from
https://www.jstor.org/stable/2489828#metadata_info_tab_contents
- Raitchel, S., & Schwaiger, M. (2015). THE EFFECTS OF CORPORATE REPUTATION PERCEPTIONS OF THE GENERAL PUBLIC ON SHAREHOLDER VALUE. *Strategic Management Journal*, 36(6), 945-956. Retrieved from
https://www.jstor.org/stable/43897814#metadata_info_tab_contents
- Rettab, B., Brik, A. B., & Mellahi, K. (2009). A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organisational Performance in Emerging Economies: The Case of Dubai. *Journal of Business Ethics*, 89(3), 371-390. Retrieved from https://www.jstor.org/stable/40295062#metadata_info_tab_contents
- Sanchez, J. L., & Sotorrio, L. L. (2007). The Creation of Value through Corporate Reputation. *Journal of Business Ethics*, 76(3), 335-346. Retrieved from
https://www.jstor.org/stable/25075520#metadata_info_tab_contents
- Wu, J., Chen, D., Bian, Z., Shen, T., Zhang, W., & Cai, W. (2021). *How Does Green Training Boost Employee Green Creativity? A Sequential Mediation Process Model*. *Frontiers in Psychology*. Retrieved from
<https://www.frontiersin.org/articles/10.3389/fpsyg.2021.759548/full>

APPENDIX A: SURVEY QUESTIONS FOR QUALITATIVE STUDY

1. Please indicate your age:
 - 18-25 years
 - 26-35 years
 - 36-45 years
 - 46-55 years
 - 56 years and above
2. Please indicate your gender:
 - Male
 - Female
3. How significant are the environmentally friendly character of a company or a brand as a purchase criterion for you?
 - Highly significant
 - Significant
 - Not Significant
4. How important is the sustainable or green character of product as a purchase criterion for you?
 - Highly significant
 - Significant
 - Not Significant
5. Prior to your product selection how often do you check if the products are free from animal testing or environmental damages?
 - Very often
 - Often
 - Not often
 - Never
6. Is the recycled character of a product make you acquire it willingly?
 - Yes

- No
 - Not sure
7. Do you make your product selection based on ethical principles or practices of the company/brand?
- Yes
 - No
 - Not always
8. In the last 12 months' period have you selected brands based on their environmentally sustainable practices/values?
- Yes
 - No
 - Cannot remember
9. How do you agree with the following statement: *“I would stop acquiring certain goods or brands if I had ethical or sustainability regarded concerns about them”*?
- Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
10. How important are CSR and charity practices of the business/brand as purchase factor for you?
- Highly significant
 - Significant
 - Not Significant
11. Which of the subsequent environmentally sustainable or ethical principles do you value the most? (Select three)
- Waste decrease
 - Making sustainable packing and implementing circular procedures
 - Decreasing carbon footprint
 - Dedicating to business ethics principles
 - The respect for human rights
 - Defending and supporting biodiversity, respecting issues as animal welfare

- Embracing diversity and inclusions principles
- 12. Would you be willing to pay more for the products and services, for making sure the firms that produce them devote to the afore-mentioned environmentally sustainable or ethical principles?
 - I would definitely pay more for green products (or services)
 - Only when I am able to afford
 - No, price is more significant factor for me when acquiring goods (or services)
- 13. Do you consider yourself being an environmentally conscious customer?
 - Yes
 - No
 - Not sure

APPENDIX B: STRUCTURED INTERVIEW RESEARCH QUESTIONS

1. Are you familiar with green management?
 - Yes
 - No
 - Not sure
2. Does your company actively integrate sustainability principles into the business?
 - Yes
 - No
 - No, but we are planning to
3. If yes, which of the below-stated sustainability practices are you currently employing?
 - Waste decrease
 - Making sustainable packing and implementing circular procedures
 - Decreasing carbon footprint
 - Dedicating to business ethics principles
 - The respect for human rights
 - Defending and supporting biodiversity, respecting issues as animal welfare
 - Embracing diversity and inclusions principles

4. Are you actively investing in green technologies, CSR or charity?
 - Yes
 - No
 - No, but we are planning to
5. What is your motive for investing in green technologies, CSR or charity?
 - Government obligations
 - Tax and non-tax incentives
 - Better engagement with customers
 - Overall business reputation
6. How often do you evaluate the sustainability of your business?
 - Monthly
 - Quarterly
 - Semi-annually
 - Annually
7. Do you think your CSR and charity practices influence your business reputation?
 - Yes, they impact our business positively
 - No influence detected so far
 - We have not evaluated this fact
8. In what way you evaluate the reputation of your company?
 - Media analysis
 - Surveys with stakeholders
 - Focus groups
 - With the financial terms (profits, company value, etc.)
9. Do you think the green management practices impact your reputation?
 - Yes, it impacts our reputation positively
 - No influence detected so far
 - We have not evaluated this fact
10. Do you find green management being costly or challenging than traditional management practices?
 - Yes

- No
- It is worth pursuing, regardless of the challenges

APPENDIX C: QUESTIONNAIRE FORM FOR THE QUANTITATIVE STUDY.

The questionnaire serves as a tool to gather primary empirical data for the thesis on topic "The Influences of Green Management Policies and Sustainability Practices on Reputation".

***Required**

***Please note that your data will be handled with strict confidentiality. Neither us nor other respondents will be able to identify anyone by the given responses. We appreciate your time and energy!

Please note that filling the survey takes 3-4 minutes on average.

Please indicate your gender.*

Female

Male

Prefer not to reveal

Please indicate your age range.*

18-24

25-34

35-44

45-54

55 and more

Please indicate your marital status.*

Currently single

Currently married

Please indicate your the highest educational attainment. *

High school dropout/or some college

Bachelor's degree

Master's degree

Doctoral degree

Note that the questionnaire statements from 1 to 12 are designated to measure the company reputation. Please think of the company of your employment while answering.

Where 1= "Fully Disagree", 5 = "Fully Agree".

I have positive thoughts about the company I work for.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for is innovative.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for has the potential to be the leader in the banking sector of Azerbaijan.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for does not have different features from other banks in Azerbaijan.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for differs from other banks with its working conditions.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for creates positive impressions with its customers.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for is an environmentally sensitive institution.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for is well managed.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for has talented employees

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for is generally inefficient

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for adds value to its employees.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company I work for is honest and reliable in its relations with the public.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The questionnaire statements from 13 to 24 are designated to measure the green management practices. Please think of the company of your employment while answering.

Where 1 = "Fully Disagree", 5 = "Fully Agree".

The company uses energy-efficient lighting facilities.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company informs its employees about saving water in the company branches.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company uses an electrical system that turns off after leaving the room (energy efficient room switches).

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company is supporting an environmental recycling program using recycling bins.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company strives to preserve the cultural, historical and natural resources of its surroundings.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company provides electricity from renewable energy sources.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company treats wastewater and uses it for garden irrigation.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company informs the employees about the biodiversity in the environment.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company has a pleasant landscape design.

*

Fully Disagree

1

2

3

4

5

Fully Agree

The company's architectural design is in harmony with the natural environment

*

Fully Disagree

1

2

3

4

5

Fully Agree

Local products are consumed within the company.

*

Fully Disagree

1

2

3

4

5

Fully Agree

End of the survey.