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SUSTAINABLE DEVELOPMENT, NOVI SAD, SERBIA**

**INTERNATIONAL SCIENTIFIC CONFERENCE:  
"CHALLENGES OF MODERN ECONOMY AND SOCIETY  
THROUGH THE PRISM OF GREEN ECONOMY AND  
SUSTAINABLE DEVELOPMENT"  
– CESGED2023**

**PROCEEDINGS**

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# **PROCEEDINGS**

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- CESGED 2023 NOVI SAD, 28.09-01.10.2023.**

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  - biomedical sciences;
  - philological sciences;
  - philosophical sciences and art;

- Economic theory and politics;
- General economy and economic development;
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- Entrepreneurship, leadership and human resource management;
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  - public sector and state administration;
  - banking and finance;
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  - construction; etc.
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# PREFACE

International scientific conference: Challenges of modern economy and society through the prism of green economy and sustainable development - CESGED 2023, was held for the second time in 2023 year, from September 28<sup>th</sup> to October 1<sup>st</sup>, 2023 year in Novi Sad, with the aim of analyzing the real situation and looking at the perspectives, that is, the key tendencies of changes in contemporary science and society.

Some of the key goals of this scientific meeting were the acquisition, expansion and deepening of scientific-theoretical and practical knowledge and findings from the relevant scientific fields, as well as encouraging socially responsible behavior in accordance with the basic principles of sustainable development and green economy. Bearing in mind the socially responsible behavior of the organizers of the conference, these analyzes were viewed primarily through the prism of green economy and sustainable development, while respecting the principle of gender equality.

Several organizations and scientific institutions from the state (public) and private sectors from the Republic of Serbia participated in the organization and implementation of the international scientific conference: Educational and Business Center for Human Resource Development, Management and Sustainable Development from Novi Sad, University of the Business Academy in Novi Sad: Faculty of Economics and Engineering Management - Fimek and Faculty of Law for Commerce and Judiciary in Novi Sad, Educational Center for Training in Work and Professional Skills Novi Sad and State University in Novi Pazar. Also, Comenius University Bratislava, Faculty of Management, Bratislava, from Slovakia (EU) participated as one of the initiators and main organizers of this international scientific meeting. One of participated and co-organizers was Biotechnical Center Bijelo Polje from Montenegro too.

Since one of the organizers of the scientific conference was the State University in Novi Pazar, as the first and only integrated state university in Serbia that functions on the principle of a departmental model, the conference was interdisciplinary in nature with a multidisciplinary approach to research covering various scientific fields: economic sciences; legal sciences; natural and mathematical sciences; technical and technological sciences; biomedical sciences; philological sciences; philosophical sciences and arts.

We note with particular pleasure that the scientific conference brought together more than seventy eminent scientific workers: professors, researchers and experts from various fields from Australia, Japan, Brazil, Tunisia, the Kingdom of Saudi Arabia, Iran, Libya, Morocco, the United Kingdom (Great Britain), Slovakia, Germany, Austria, Hungary, Romania, Bulgaria, Greece, Turkey, Montenegro, Bosnia and Herzegovina, Republika Srpska, North Macedonia, Serbia, as well as representatives of local communities and the public and private sector from the countries of the Western Balkans who took part in the preparation, organization and implementation of the meeting as members of the International Scientific and Organizational Committee.

At the very opening of the scientific conference, the representatives of the official organizers of the international scientific conference gave welcoming words and introductory speeches. The plenary - introductory lectures were followed by lectures by participants of the conference who presented the results of their theoretical and empirical research in defined thematic areas and in accordance with the planned agenda of the conference. The authors emphasized the importance of innovative technologies, green financing and entrepreneurship in promoting sustainable development, as well as the necessity of applying the principles of circular economy and reducing greenhouse gas emissions. In addition, an important segment of the scientific conference was devoted to the issues and importance of education, digitization and social networks in promoting sustainability, as well as the critical role that the health sector has and, as the participants of the conference apostrophized, will have more and more in the times ahead, in achieving sustainable development.

The conclusions of the conference highlighted the urgent need for effective solutions to global environmental and social problems, as well as the importance of interdisciplinary research and cooperation to achieve the goals of sustainable development. Finally, the authors-present participants of this meeting emphasized the need for environmental protection, ethical business practices and equal access to education, health care and employment opportunities as essential components of a sustainable economy and society.

From the total number of over fifty submitted abstracts and papers, in accordance with the defined thematic areas of the conference, conditions and deadlines, after the review process was completed, thirty-eight papers received double positive reviews and thus met the criteria for publication in the Proceedings of papers of the International scientific meeting with a note that the responsibility for the views, assumptions and conclusions expressed in the papers are exclusively on the authors of the papers. The authors expressed special interest and paid special attention to the research in the field of: Green Economy and Sustainable Development; Management in service activities (agriculture and agribusiness; education and sports; public sector and state administration; banking and finance; tourism and hotel industry; healthcare); Investment and technical-technological development; and Industries 4.0.

Proceedings of papers can be downloaded from the official website of the State University in Novi Pazar ([www.dunp.np.ac.rs](http://www.dunp.np.ac.rs)).

We would like to thank once again to all the participants of the international scientific conference - representatives of the public and private sectors, all the authors who presented their researches and submitted their works for the proceedings, all the members of the international organizational, scientific and editorial board, as well as to all the reviewers.

Editor in chief  
PhD Jelena Premović, senior research associate



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## GREEN MARKETING AND HUMAN RESOURCE MANAGEMENT: CAN THEY DO ONE WITHOUT THE OTHER?<sup>1</sup>

Marijana Maksimović<sup>2</sup>

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**Abstract:** For several decades, the economy has been talking about the merciless consumption of natural resources, about the unnecessary discarding of used resources, thereby indicating the need to preserve the planet earth, but also about the need to recycle resources, wherever possible. This decades-long insistence on preserving the country's biodiversity led to the creation and public proclamation of SDS 17 principles in 2015 in the United Nations. That document is called the UN Agenda 2030. From an economic point of view, any marketing includes green product, green price, green sales and green distribution as key points. An open question arises, how is human resource management related to this? Although on the surface it seems incompatible, with a deeper analysis and an insight into the literature, it can be seen that green marketing and human resource management are tightly connected. In addition to the above four items, human resources can be said to be the fifth item that depends on the functioning of green marketing, the placement of every product, including green ones. In the concept of sustainable and green development, green marketing plays an important role, and human resource management is a concept without which no company can function and be successful today, not even a green one. In the last twenty years, the business function of human resources management has become very developed and represented, so that without it it is impossible to talk about the successful operation of a company. The goal of this research paper is to point out the connection between green marketing and human resource management with the purpose of achieving competitiveness and meeting the needs of consumers.

**Key words:** economic point of view, green marketing, green product, green packaging, green promotion, human resource management

### 1. INTRODUCTION

The desire to preserve the environment, but also achieve sustainable development, have become the most important issues in the 21st century, in addition to the issues of preserving peace and security, as well as issues of food, water and medicine supply. "In addition, today life takes place mostly in urban areas environment, and that way of life requires a large consumption of gender resources, more is consumed than can be compensated. Thereby, factories are big air polluters, and that is why they have an obligation to reduce harmful emissions of gases and carbon." (Maksimović, 2020: 246). The topicality of environmental protection can be discussed from several aspects, and here we will talk about the economic aspect, because today the green economy is the focus of economic business. With the concept

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of sustainability, the issue of economic growth is modified, so that it is no longer primary to produce as many goods as possible at "any price". "Thus, smart growth implies an economy based on knowledge and innovation, and sustainable growth based on a more efficient use of resources, a greener and more competitive economy with the use of leadership skills and advantages." (Maksimović, 2022: 63).

The modern business concept requires the implementation of UN SDS 17 and Agenda 2030 for all UN<sup>3</sup> member countries, although the levels and speed of acceptance differ from country to country. Developed countries will implement them faster, better and more fully than developing countries, although it is important that both types of countries accept them<sup>4</sup>. In the context of business at the organizational level, green or ecological marketing plays a significant role. In addition to production, design and packaging, he attaches great importance to product disposal after use. The decades-long insistence on preserving the country's biodiversity implies the preservation of natural resources, their sustainable consumption and the need for recycling, thus the need for a linear model of the economy. The very prefix before the word marketing, which can read eco, sustainable, greener, actually indicates synonyms with green marketing. Those companies that want to develop a green product and green marketing must take into account what makes green products special. Then, it is important to know if it is what determines the price, because if the price increases, it does not necessarily mean that consumers are ready to buy that product. Finally, sales and promotion channels are also key factors that lead a product to consumers. Approaching the production of green products should contribute to ecologically cleaner production, and marketing in this case green marketing should encourage sales and contribute to increased profits. "Over the past decades, environmental sustainability has risen to the top of the international political agenda and is recognized as a key driver of innovation. As a result, the number of companies developing green products is growing rapidly and consumers are showing increasing interest in these products." (Dangelico & Vocalell, 2017: 1263). So, it can be said that green marketing has emerged as a key challenge of the 21st century, which includes R&D, design, production and marketing. Thus, every company that wants to develop green products and services should intensify research and development, improve the possibilities and conditions of innovation. In this process, the key role is played by the consumers, that is, the users of the product. Marketing is necessary for establishing a relationship with consumers, it provides the necessary inputs, strategy definition, and finally product design (Foster & Green, 2000). Furthermore, green marketing is also important for enabling the penetration of green products into the market. However, in addition to the 4P (product, price, distribution and promotion) in green marketing, a very important element of the company's success is the management of human resources. Human resources are responsible for the implementation of the policy of sustainable development and the fight for competitiveness.

With the same goal, the World Commission for Environment and Development from 1983 (Brundtland Report), for the first time at the global level, raised the question of the destruction of the planet, and the question of the harmful impact of pesticides on people and

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<sup>3</sup>UN (United Nations)

<sup>4</sup>Emerging markets comprise the fastest growing developing economies, with middle to high consumer incomes. It is characterized by market heterogeneity, moderately poor regulation and management system, sale of unbranded products, chronic shortage of basic resources and inadequate social infrastructure. These are markets that cannot implement the concept of sustainability at the same speed as developed countries. They must see in it opportunities for innovation and the development of new marketing strategies that will lead them to competitiveness, and not dangers that will hinder them in further business success (Amoako et al. 2020).

the Earth. This was followed by the Kyoto Protocol in 1997, and the World Summit on Sustainable Development in 2002. Also, many companies have adhered to the ISO 14001 standard initiated by the Geneva-based International Organization for Standardization. Countries individually, but also as geographical units, for example the European Union, build and develop environmental and biodiversity protection policies, at all levels, both national and local. Legislation on sustainable development is increasingly developing, but so are supporting agencies and institutions that should support the greening of economies (McDonagh, Dobscha and Prothero, 2011). The United Nations Environment Program UNEP (2009) defines sustainability. "Sustainable consumption and production (SC&P) refers to the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials, as well as the emission of waste and pollutants over the life cycle of the service or product so as not to would threaten the needs of future generations". (United Nations, [UN], 2023). It was only in 2015, with the UN Agenda 2030, that the member countries started to actively participate in environmental protection. "Green industrial policy should contribute to the reduction of those sectors with high carbon emissions, although this requires new investments and training of human resources." (Maksimović, Zvezdanović Lobanova, 2023: 20). The manufacturer must develop such a method of production, which will lead to the creation of more products with fewer resources. This forces the producer to be creative, and to modify the current way of doing business. Thus, green marketing represents all those activities that lead to the production of a green product, which as such has value for customers and society as a whole (Rajeev 2019: 30). Overall, the green economy has as its main task the decarbonization of production, and the creation of a green supply chain. Thus, the concept of green marketing is added to the classic marketing concept and its strategy, which consists of promotion and advertising, product packaging used for advertising and protective purposes, product distribution, consumer selection. It actually implies all of this, but requires reducing waste, increasing recycling, reducing environmental pollution on planet earth in order to meet the demands of sustainability (Smith 2023: 5).

The aim of this paper is to point out that sustainable economy is a reality and that it is regulated by legal and other norms, and that it has become a necessary segment of business of companies from almost all branches. The next goal is a better understanding of green marketing, which should contribute to a better realization of the SDS 17 goals for the company's profitability and their marketing strategies. Also, the goal is to point out the connection between green marketing and human resource management with the purpose of successful business operations, achieving competitiveness, and meeting the needs of consumers. Also, this research paper indicates the importance of human resource management in the context of sustainable development. The theoretical contribution of this paper is that it proves that the development of innovations and the acceptance of digitization have a positive effect on consumers, human resources and their loyalty.

## **2. GREEN MARKETING IN THE CONCEPT OF GREEN ECONOMY AND SUSTAINABILITY**

As already mentioned, green marketing plays a very important role in the marketing mix, thereby influencing consumer behavior, although many think that it refers only to promotion and advertising, through which the green features of the product stand out in the context of the environment and sustainable development. With the advent of green marketing, terms

with the prefix green have been identified, for example, green product, green price, green quality, green packaging, green trust, green satisfaction, green loyalty, green brand, green promotion, green consumers, green marketing strategies and green market. All these terms include green practices, ie. refer to ecological products. Green product, green packaging and green promotion will be explained here. Green products must be environmentally friendly, for example made of biodegradable material, green packaging returnable and with the possibility of recycling, green price aligned with the quality of the product, and must not be too high. Green products can be from different industries, for example from the automotive industry - hybrid vehicles; from the food industry - organic food; from the fashion industry - products made from recycled materials or produced in an environmentally friendly way; from the tourism sector - eco tourism, or green retail (Nefat, 2015: 59-60). "Green" in some way refers to environmentally desirable attributes of a product, service and/or technology, although there is no single, universal definition of the term. The concept of green depends on a number of factors that are conditioned by local, national or international notions of quality and business practices, the composition of the market, and social norms. Interpretations differ depending on the comprehensiveness of the factors. For example, before the ninth decade of the 20th century, there were almost no ecologically correct products in the USA, except for organic products. With the beginning of the 21st century, when the concern about the depletion of natural resources increased, the concern about the toxicity of products and children's health increased. If the products are harmful to health, they cause diseases of the endocrine system (hormones), and genes, and affect the development of the brain (Air Quality Sciences, 2010: 3). In the concept of sustainability, the present should be such that it does not jeopardize the ability of future generations to meet their needs. In order to be able to implement a successful program of environmental protection and sustainable development, it is necessary to adopt an ecological-marketing orientation as a business goal and company philosophy. This requires reorganization, redesign of business processes in the company. All employees must be included in this program, just as in the case of total quality management, from marketing, and production and procurement, and the human resources management sector, to the information systems sector. The highest level of the organization should be dedicated to environmental issues, and to educate employees to think about environmental issues. Green marketing develops socially responsible companies that want to adapt to green production in order to be more competitive. However, green marketing strategies also have their drawbacks, for example, they are expensive, they cannot be implemented in a short period of time. It is hardly a visible benefit, and therefore intensive promotion is needed. The government of a country can indicate a balance between economic and environmental activities, then participate in research and development, as well as international cooperation, procurement and promotion. It can help manufacturers analyze how to produce, package, transport, sell, use, recycle, reuse, and dispose of products, or how to develop completely new products (Kinoti, 2011: 268, 270-271).

### **2.1. Green marketing and modern business concept**

The modern business concept has changed a lot today, compared to the one at the end of the 21st century. In recent years, artificial intelligence and digitization have changed the way of working, the way of shopping and the way of life in general (Maksimović, 2022) Serbian political thought. Somewhat parallel to that, the importance of the green economy has grown, which includes green industrial branches, green marketing, green banking and all those areas related to green sectors. Green marketing is very important because through the supply chain it includes almost all stages of production, from the procurement of raw materials to the sale



of products and storage after use. In this part of the research, several definitions will be given that talk about what green marketing is. According to Dangelico & Vocalell (2017), green marketing was first defined in 1976, by the definition of Hennion and Kinnear, who pointed out that environmental marketing should actually solve environmental problems. Obviously, this original definition was very broad. One of the following definitions was Fuller's, which was created at the end of the last century. So Fuller (1999) in his book "Sustainable Marketing: Managerial-Ecological Issues. Markets and Market Development", indicated that modern marketing is faced with basic environmental issues, how to preserve the environment, and realize the utility of products for the consumer. "Sustainable marketing is the process of planning, implementing, and controlling the development, pricing, promotion, and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met, (2) organizational goals are achieved, and (3) the process is compatible with eco-systems" (Fuller, 1999: 4). Although this definition was created a long time ago, it is still valid today, although new and more complex ones have appeared. Thus, Jones et al. (2008) stated that Charter and colleagues defined sustainable marketing as "creating productions and delivering sustainable solutions with higher net sustainable value while continuously satisfying customers and other stakeholders". Ideally, the goals are to systematically embed sustainability into a company's supply chain strategy, from the development of new products and services to consumption (Jones, Clarke-Hill, Comfort, & Hillier, 2008: 125). Everything indicates that green marketing is of great importance for business sustainability and ecological production. The latest expansion of digitization has also affected green marketing, influencing the emergence of new types of strategies and advertising, such as content marketing or killing marketing (Pulizzi & Rose, 2018). According to the American Marketing Association: "Green marketing is the marketing of products that are assumed to be environmentally safe" (Green Marketing, 2023). Considering that green marketing also uses the latest digitalization achievements, green marketing and content marketing intersect in it. But it remains an open question what future topics and directions of research in green marketing will be, because it is certainly not one type or only a subtype of the traditional understanding of marketing.

While at the beginning of this century campaigns related to sustainable marketing were mostly conducted, now many companies have included it in their business strategies and marketing plays a major role in the work on sustainable development of products and services. This has come about because of the growing interest of companies in sustainable development, because they expect to increase their competitiveness in this way, to improve their corporate brand, which should contribute to an increase in reputation among consumers. Many companies in the business relationship with suppliers and consumers, work to reduce waste, protect nature, try to highlight the fight against climate change as a priority for the purpose of consumer health (for example, removing harmful additives from food) (Jones, Clarke-Hill, Comfort, & Hillier, 2008: 125). From what has been presented so far, it can be concluded that the definition of green marketing changed depending on the level of awareness of the importance of biodiversity conservation. "Therefore, the green economy is important because it calls into question the current economic model characterized by uncontrolled use of natural resources, increasing inequality, which negatively affect human health and jeopardize the survival of living beings on Earth." (Maksimović, Zvezdanović Lobanova, 2023: 12). In the concept of green marketing, its justification through benefits and advantages for the environment must be clearly highlighted (Polonsky, 1994: 7). A study was conducted on how marketing strategies influence consumers' decisions to buy a product, but also to remain loyal to the brand. It was concluded that there is a positive relationship between green marketing and purchasing behavior, but that price plays a mediating role. However, it is recognized that

marketers can still influence consumer behavior, emphasize the importance of sustainable development strategies and its importance for (Dangelico & Vocalell, 2017). Green marketing implies a sustainable environment with the aim of consumer satisfaction and company profitability. A green marketing strategy consists of positioning, segmentation, differentiation and targeting. First of all, it is necessary to say that the marketing mix is a powerful tool that leads to the realization of marketing success and the creation of value for customers. Green marketing policies are the ones that define and drive marketing strategies, and the tool used to achieve this is the marketing mix, which consists of design, price, packaging, promotion and sales.

## **2.2. Green product or limited resources and unlimited consumer desires**

Until recently, the perception of the customer, when it comes to companies, was profit, more than reducing environmental pollution. In recent years, more and more, green marketing and green product are gaining importance. Green marketing and a sustainable environment are emphasized with the aim of consumer satisfaction and company profitability. This paper will explain the concepts of green product, green packaging and green promotion.

*A green product* is a key element of a green supply chain. When a company wants to develop such a product, it has to choose a supplier that has ecological raw materials already at the initial stage. Then, the choice of a recognizable design is important, and the life cycle analysis is carried out to reduce eco-negative consequences. As comprehensive quality control once was, now the concept of sustainability is becoming a company philosophy from plant to management. Promotion of environmental advantages such as green disposal and reduction of waste, recycling of products, cooperation with green companies are only part of the activities in the field of sustainable development. Greening is done on both a strategic and a tactical level, and green marketing is the one that should help create a new market, green of course, thereby achieving a competitive advantage. Finally, the company can implement its own transformation with the help of green marketing. One of the transformations is the transformation of the supply chain into a green value chain. Thus, a green product makes sense when it reaches the consumer, it creates a green market, otherwise the issue of the concept of sustainability would be called into question. The most important thing is to observe whether there has been a change in consumer perception in relation to ecological products, as well as whether there are preferences towards those products. Consumers who are aware of the importance of ecologically correct products will certainly reduce the consumption of products that are harmful to their health and their environment. With this behavior, they become direct participants in changes in the market. When consumers are satisfied with a green product in terms of functioning, and above all with the knowledge that green products are not of lower quality, nor that they have a higher price, compared to the previous series of the same product, they create a positive perception in their psyche (Rajeev 2019: 30-32).

Green marketing uses the marketing mix because it is a key tool that contributes to creating value for the customer. All its elements, product price, promotion and sales, must contain elements of the concept of sustainability. In addition, green marketing once adopted becomes part of the overall organizational strategy (Amoako et al. 2020). Green products are different in quality, because they save energy, and consumers get a safe product that is healthier because it reduces pollution and depletion of natural resources. They satisfy the customer's needs, but do not endanger the green future of young people. In addition, green products are usually durable, resistant, they can even be minimally packaged, made from sustainable and

renewable sources of raw materials, they are products that can be repaired or be permanent, safe for disposal. Consumer satisfaction regarding the use of green products is that they use a healthier product for a healthier lifestyle, will live in a better environment, and this refers to the reduction of water and air pollution, reduction of depletion of natural resources and deforestation, and waste landfills will be reduced. Green products are of higher quality in terms of energy saving, safety and other performance. Green products contribute to profitability by creating less waste, using less raw materials and saving energy. Companies gain competitive advantage through environmental innovation. Thus, they encourage brand loyalty among consumers and thus increase their market share. (Kinoti, 2011: 268, 270-271). Green products must have ecological ideas in them and ensure the survival of the company through sustainability. Such products have a green life cycle. What are the characteristics of green products. These are: they are produced with green technology, made from renewable materials (bamboo), can be recycled (synthetics, cotton, plastic), made from natural ingredients, products that are not tested on animals, have environmentally friendly packaging (one that can be used repeatedly), these are products that include suppliers, manufacturers, consumers and include the entire supply chain. Therefore, for the protection of the environment and the creation of a green product, everyone needs to be involved (Wahab, 2018). The green marketing mix has one goal, which is positive communication with the environment and consumers, in order to reduce the negative perception of consumers about eco products, in order to achieve a competitive advantage in markets that are already oversaturated with similar goods. With this, consumers expect a quality product that is not harmful to their health, but also to the environment. At the same time, the consumer must be sure that there are no additional costs due to the product being marked as a green product. Such a product, which was created in the interaction of producers and consumers, can be improved and harmonized with customer expectations and thus contribute to a better image of the corporate brand. Companies themselves became more competitive when they adopted some green business practices, for example, eco-labeling green products. The consumer must see a personal interest in taking advantage of green products. Market research will help them in this.

*Green packaging* is important, because often consumers make a decision to buy a product based on packaging, and it can be a source of business success for a company. Although the product is of superior quality, it needs to have appropriate packaging, so that the customer is not rejected. It must be made of biodegradable material, which can be recycled, so that it does not bring high costs to the manufacturer and society. In addition, there is a label on the packaging stating that the product is ecological. In this sense, ecological branding should also indicate that the product has ecological advantages, and therefore differs from similar products that are not ecological (Ashoush, Kortam, 2022; 265). In the literature, you can find the division of packaging into primary and secondary. Although there is also the term "excessive packaging", it is the one that excessively consumes resources, creates waste, can be dangerous and expensive. In any case, apart from the protective role, the packaging also has a role to provide information about the product. Those labels on the packaging should not mislead the consumer in terms of ecological protection of the environment. Therefore, the packaging must not contain ambiguous and unclear, and inaccurate messages about ecological quality and environmental protection. The information on the product serves to inform the consumer about the quality of the product and based on it, he acquires perceptions about the product. Therefore, the green statements on the packaging must be correct and in a visible place, so as not to confuse the consumer. Only such packaging contributes to consumers' trust in the company. Overpackaged products (those products that have three or more protective

layers) can create waste, pollute the environment, and waste resources. The solution is eco-innovative packaging and one that can be called sustainable. (Riphah at al. 2022).

*Green propaganda or advertising* plays a big role in highlighting the ecological values of a green product. Her role is to emphasize that with products the emphasis is now on the concept of sustainability and that companies take care that production or products are not made to the detriment of the environment or human health. Green promotion of products or services - is actually the promotion of those products that are safe for the environment. Then, if advertising messages are written in green, advertising is more convincing and thus influences a positive purchase decision. The moment consumers gain positive experiences about an eco product, they gain trust in the company. Those companies that have already implemented the concept of sustainable development in their production process, strive to produce products from biodegradable material, if possible, it is preferable to recycle the products. In this sense, the green brand in this concept should be synonymous with the reduction of harmful effects on nature for suppliers, and should make a direct contribution to programs for protecting life from harmful effects. (Rajeev 2019: 30). In this sense, green logistics strategies include waste disposal and recycling after product use. The previous linear, indiscriminate waste disposal must be modified by circular waste disposal, where the material is reintegrated on the market. This implies that the used products are recycled, that is, that what is useful is extracted from them and reused. In this process, the consumer becomes the seller, and the producer becomes the buyer, and thus the materials come back to the industrial markets as raw materials. In addition to recycling, the strategy of green logistics also includes the reduction of packaging materials, as well as lower distribution costs. In this case, the decision is up to the consumer, whether he wants to use a cheaper conventional product that harms the environment, or a slightly more expensive product that includes the social and environmental costs of production, as well as the use and disposal of waste. For these reasons, green propaganda is necessary because it helps consumers by providing them with information about the benefits of green products, and leaving them to judge their value for themselves. Green promotion should be such that it highlights a lifestyle that does not contribute to environmental pollution; to indicate the benefits of a green product; helps the company build its corporate image as an environmentally responsible company. Therefore, it provides the consumer with all the information he needs about the environment, thus becoming a socially responsible company. For example, public relations and direct marketing are appropriate, with the correct choice of media for this type of promotion (Kinoti, 2011: 268-269). Active propaganda about the harmfulness of environmental pollution, based on legal norms, influenced the increased interest of consumers in environmentally friendly products (and services). Therefore, there is a change in the preferences of customers, so that they change their patterns of behavior and use of products, and begin to avoid products that cause environmental pollution (Rajeev, 2019).

### **3. GREEN MARKETING AND HUMAN RESOURCE MANAGEMENT: ONE CAN NOT BE DONE WITHOUT THE OTHER**

Human resource management in the concept of competitiveness and marketing is not new. It begins in the middle of the eighth decade of the 20th century, when the role of the human resources department changes. Namely, increasingly fierce competition, digitization and intensified international cooperation caused the emergence of a new model of human resources management. "A new model of human resources with global features has been

defined, which relies on new technology and advanced principles of work design in order to save money, deliver high-quality service, while at the same time recognizing the reality that certain activities in the field of human resources are best performed locally, meeting legal requirements requirements and fitting into cultural norms" (Maksimović, 2004: 33). The main task of the human resources department becomes the attraction, retention and motivation of those people who can contribute to the competitiveness of the company. It is growing from an almost bureaucratic role, in which it deals only with recording income, vacations and business trips, into a strategically important corporate partner. His new tasks are to take care of employee training, rotation and further advancement through the company. It depends on the organization itself how much it will use its human resources to gain competitiveness, because in some industries human resources are crucial and cannot be replaced by technology, while in others they can. Organizational context is crucial in creating competitive advantage through human resource management. In the context of human capital theory, human capital or values refer to the productive abilities of people, and the knowledge, skills and experience that enable businesses to be productive, competitive and adaptive. Organizations pressed by competition and changes in the market, train, motivate and retain people in order to increase their capabilities. "In human capital theory, contextual factors such as market conditions, unions, business strategies and technology are important because they can influence the costs associated with alternative HRM approaches to increasing the value of human capital and the value of expected returns, such as increased productivity ." (Jackson, Schuler, 1995: 241). When looking at human resources in the context of green economy and green marketing, it is interesting to note that the prefix green also appears before the term human resources. There are green jobs, but also green human resource management (GHRM) and green human resources (GHR). Thus, green jobs actually represent those jobs located in the industries that will be the first to "green", namely the construction sector, the transport sector, the IT sector, agriculture, forestry, the security sector, the sector of small and medium enterprises and the sector of renewable energy. "Consequently, there are also changes in the domain of occupations and the most affected occupations are in the mentioned industries, especially in construction, forestry, water management, agriculture, chemical industry production, glass production, cement, steel mills, wind turbine production and the renewable energy sector." (Maksimović, Zvezdanović Lobanova, 2023: 16).

The goal of green human resource management is to contribute to the transition of the company to a sustainable economy, without causing disruptions in terms of product demand. Therefore, the quality of the product should generally be improved with a green component, and consumers must see this advantage. Here, it is very important what role green employment and green training have on the company's ability to be competitive. In the context of green human resource management, green performance and reward management also play an important role, and the goal is that HRM policies and practices improve the performance of the organization (Marrucci, Daddi, Iraldo, 2021). Green human resource management is such a management method that adds a sustainable component to the traditional concept of human resource management, thus creating an ecological workplace that makes the organization competitive. The organization is aware of the importance of environmental protection and social responsibility. Employees are motivated and ecologically empowered to seek ecologically creative solutions for their organization, so they become more efficient at work. This increases the environmental knowledge of employees, in line with environmental laws. Therefore, it is easy to conclude that there is a connection between GHRM, sustainability and corporate social responsibility. "Green human resource management (GHRM) is a set of activities related to the initiation, implementation and

continuous maintenance in order to maintain the green concept among employees in the organization." (Ahmed, 2021: 1).

Today, the link between green marketing and human resource management actually falls under the concept of Marketing 5.0, which includes people and technology. This is the title of the book by Philip Kotler, Hermawan Kartajaya, and Wan Setiawan (2021) "Marketing 5.0: Technology for Humanity". In this concept, digitization is used, through which information about the user experience is collected, thus information about the product and consumers is obtained. The collected information is further interpreted by marketers, i.e. company employees, i.e. human resources. Therefore, in marketing today, people are not viewed only as customers, but also as employees. "Marketing 5.0 is the answer to three critical challenges facing today's companies. The first challenge is the coexistence of several different generations of customers and employees, each with their own perspectives and preferences. For example, baby boomers and Gen Xers still largely hold leadership roles in companies as employees, and as consumers have the greatest purchasing power. However, Generations Y and Z now account for the largest share of the labor market and share as consumers." (Jones, Clarke-Hill, Comfort, & Hillier, 2008: 125). It is precisely these generations who use digitization the most. Another challenge is polarization. Namely, increasing inequality leads to the division of the market into those with higher incomes - the luxury market; and to those who do not have high incomes - the mass market of goods of lower value. Today, inequalities have increased drastically, the gap between the rich and the poor has increased. "Namely, on the labor market, the standard model of employment is slowly disappearing, as well as the rights of workers and protection that were part of the model from the middle of the 20th century. Today, job seekers find it difficult to find employment, compensation for work, which is reduced on the slightest occasion, and due to the market turmoil, it is abolished. Can we then talk about workers' rights at all?" (Maksimović, 2021: 366). As market relations change, so does the relation between the upper, middle and lower classes. Given that the middle class is almost disappearing, companies must focus on the mentioned two markets in order to survive in business. And finally, the third challenge is the division between employees who use new technologies, who see them as chances and opportunities, and those who see the technology as a danger, because of which they can lose their jobs or have their privacy destroyed. However, artificial intelligence is considered useful because its algorithms help marketers discover, what they were promoted in earlier years. For example, the use of sensors, robotics and virtual reality helps to reveal a lot of data, thus getting data about customers faster, and with the help of this, some product development stages can be skipped. However, artificial intelligence does not have motives and motivation, nor the innate capacity for understanding in the given context of culture, situation, it cannot explain why something happens. For these reasons, people in Marketing 5.0 remain irreplaceable, and their intelligence is key to spotting motives and insight into the situation. Noticing the importance of the concept of sustainability is also a purely human perception, and employees who accept environmental protection work on it through all stages of product creation, and financial goals should promote sustainability (Jones, Clarke-Hill, Comfort, & Hillier, 2008: 125- 126). The last industrial revolution brings big changes and concepts like Artificial Intelligence or AI, Big Data, Virtual reality or VR and Internet of Things or IoT. Data generation, when processed, provides information to employers and clients that is accurate and inexpensive, which will mean a lot of opportunities for human resources, but also a lot of uncertainty. "Life and work are increasingly happening through applications." It is believed that under the influence of new trends in the industry and new technologies there has been a large exchange

of data that has generated more value than the exchange of goods and services (international trade). All these elements are sometimes called "new oil" (Maksimović, 2017: 218).

#### **4. CONCLUSION**

When it became clear that resources were being excessively depleted, there was a need to protect the environment and resources of planet earth. A whole series of acts and laws on environmental protection have been adopted since 2015, including the UN Agenda 2030. The issue of sustainability has become primary. Therefore, companies have also adopted an entrepreneurial approach in marketing, integrating issues of sustainability and ecology into marketing strategies, thus trying to come to new opportunities and innovations. Thus, green marketing, with the desire to prevent excessive consumption of raw materials and energy, gains great importance. This is to achieve a balance between limited resources and the unlimited desires of consumers, whose needs are constantly changing. Green marketing is actually a new concept of satisfying consumer needs. In addition to consumers, green marketing meets entire industries and societies in terms of the alignment of achieving environmental and sales goals. For these reasons, it is necessary for laws to be harmonized at all levels, both national and international. Thus, the segment of environmental industry or green industry leads to the creation of new jobs and economic growth (Polonski, 1993). In addition, green marketing leads to the saving of resources, such as raw materials, finances, energy, leads to increased loyalty of consumers (attachment) and employees (higher presence at work) because they feel proud. Thus, both productivity and competitiveness increase (Wahab. 2018). As green products are represented in various industries, they are generally accompanied by packaging that must also be green. It is decorated with simplicity, fewer layers, fewer colors, and the green markings should be in a visible place. If the rational use of packaging is not taken into account, it can cause damage in terms of creating unnecessary waste. As for GHRM, it is important that green employment includes green personnel training, green performance management, so that companies are more capable in achieving competitiveness. Green employees must be motivated to find creative solutions to preserve the environment and meet consumer needs. Green employees also have to pay attention to a few more things. The first is the increase in inequality, because as market relations change, so does the relation between the upper, middle and lower classes. Mostly the upper and lower classes remain, while the middle class is disappearing. The second is the increasing use of artificial intelligence at work, which for some means the opening of new opportunities and for others dangers. The goal of green human resource management is to increase the activity of employees on the transition issues of the company, which should lead it to a sustainable economy. At the same time, the quality of the product must not be reduced, nor the demand for the product disrupted.

Thus, the issue of the green economy remains current, it is on par with the issues of digital transformation and artificial intelligence, reindustrialization of economies and facing new industrial challenges related to renewable energy sources. A country that successfully resolves these issues can hope for prosperity and economic growth. Also, it can be well positioned in the geo-economic sense, and it can hope for technological and environmental survival.

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