

## Visions on Green Management and Mimicry through Neuromanagement

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**Abstract** – This paper aims to present a consistent literature review on green management and mimicry related to their implications and knowledge exploitation in organization management. There will be debated aspects about the implications of these concept on defining a modern and actual vision as part of organization's management strategy. Finally, authors propose that these two concepts to be studied through neuromanagement methods and tools, action which is still in the research phase. This approach is based on the new management trends that introduce neurology and psychology to innovate the strategies of the human resources department.

**Keywords:** Green Management, Behavioural Mimicry, Neuromanagement.

### I. INTRODUCTION

#### A. Green Management

The Knowledge Revolution has led to the selection of personnel concerned with the environment, its protection through measures at all levels and at all levels of the organization, meaning the concern of the modern economy of Green Management (GHRM). The Industrial Revolution is the cause of this concern, which seeks solutions to the problems generated by the progress of technology to the detriment of the environment. Environmental Management Systems (EMS) have been developed since 1990 to pursue sustainable development. This integration of EMS in the field of human resources is called Green Human Resource Management (GHRM).

Furthermore, GHRM practices contribute to the organization's and its workers' social equality, health, wellness, and well-being, as well as the accomplishment of economic stability and environmental balance. Previous research has investigated the impacts of GHRM on employee behaviour, environmental performance, and organizational financial performance.

However, the state-of-the-art in GHRM reveals a scarcity of research on the social sustainability factor of organizations. Using Ability, Motivation, Opportunity (AMO) theory and Social Identity theory, sustainability literature has advocated the mediating function of employee green behaviour at work.

To achieve GHRM adequate practice, employees must be trained in this regard and cultivate the spirit of greening, protection of nature. We are referring to the connection between man and nature, known since ancient times and proven by researchers, for example, those in Rochester and Illinois.

The most beneficial relationship for both parties is the harmony between man and nature. In Romania, the interest for the environment is low, placing us in the last place among EU countries, with the highest degree of pollution. The largest social movement in Romania in this regard is Let's Do It, Romania! alongside the global Let's Do It World movement. They give great interest to students and seek to act at the educational level, from an early age on awareness of the need to protect nature. Several studies and analysis done by consulting companies have underlined that organizations are more attentive to their employees right from the recruitment phase, being interested in the knowledge they have about the environment and the behaviour, the attitude towards protecting the environment. DRH has been focusing for some time, in addition to green management and on the protection of employees' personal data, in line with the requirements of the GDPR, General Data Protection Regulation. Alignment efforts consist of managing the large volume of personal data, migration, which leads to a staffing crisis, and how to recruit and select human resources [4].

The most important and severe trend in human resources is the digitization of processes. This new phenomenon requires changes in organizations, quite rapid changes, which some companies are reluctant or do not have the resources to achieve. More recently, digital natives have begun to enter the labour market,

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meaning generation Z, descendants of the baby boomers and generation X. These are people who can easily adapt and place as the main criterion to do what

they want, characterized by flexibility and orientation towards substantial gains.

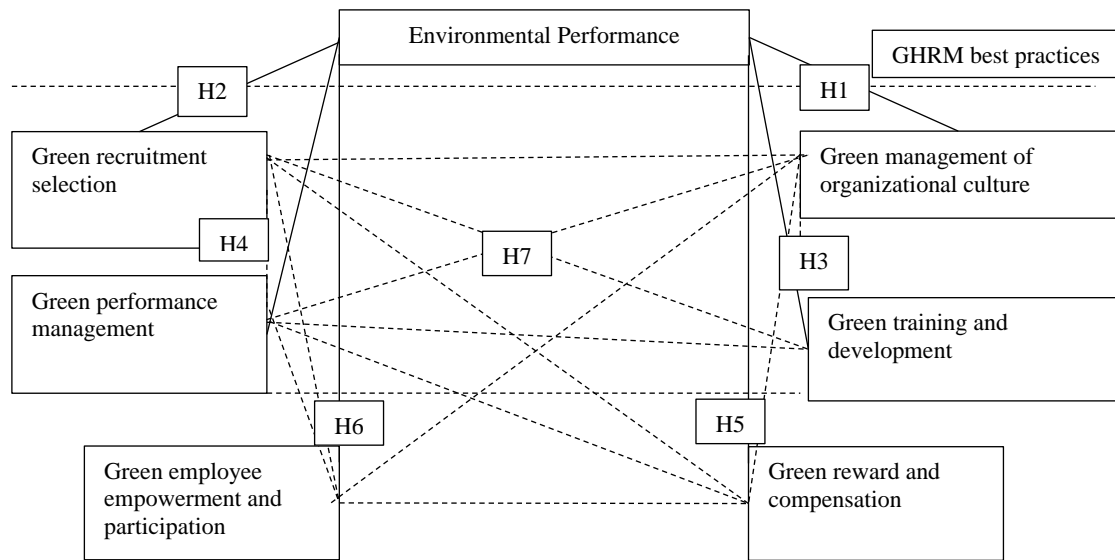


Fig. 1 Environmental performance (a theoretical model).

As this generation becomes more predominant in the labor market, technology is increasingly activated and brings about changes in employee management policy. Gradually, automation of many processes was introduced within the Human Resources Department by introducing various human resources software to facilitate human resource management. Another modern way is to use platforms such as Synchrony HR Software, which run recruitment, personnel management, or evaluation processes. These platforms also perform timekeeping, payroll, internal communication, manage training programs, provide analysis, and reports. The use of these platforms facilitates the work of employees, especially that work that requires repetitive processes, such as payroll or time. Quick access to data and flexibility of use are some of the advantages of cloud software.

The human resources department plays an increasingly diverse and vital role in the overall strategy and development of the current organization. The term HR Business Partner is frequently used as a new trend in the development of personnel strategies. Therefore, the recruitment process makes more use of social networks, such as LinkedIn, Facebook, websites, and employment branding, to find the ideal employee, to the detriment of participating in events and announcements.

Candidates for a new job are also oriented by the employer's reputation and brand, in addition to their own aspirations, and employers want open-minded, well-trained employees.

From 2018, the legal bases of work were laid at home through a legislative project, and Romanian companies began to practice this way of working, especially in the period 2020-2021, during the Covid-19 crisis. situations in which some employees

were teleworked, while the rest of the team was physically present, time, and situation that required good cooperation, communication, and adaptation of this form of work, where employees are required to be a unitary whole for the smooth running of the organization.

The HR department processes an impressive volume of personal data; therefore, it must make efforts to be compatible with the standards imposed by the GDPR data protection regulation. For employees, data confidentiality is very important, as is the support that companies offer in the pandemic context. Many employees preferred employers who provided them with the necessary resources for teleworking or salary incentives for those working in the workplace.

Employers had to deal with special situations, prepare a crisis management, adopt work flexibility, provide resources, transparent communication, and introduce financial and moral support programs for employee health. For companies where work could not be carried out at home, it was necessary to change the structure, adapt the methods, rearrange the spaces and provide sanitary material for permanent disinfection. Job seekers are increasingly interested in the aspects that the organization offers in pandemic conditions, and what strategy the organization used during a life-threatening crisis.

The future is forecast with changes in increasing access to information, companies' tendencies to specialize, emphasis on ecological techniques, environmental protection, pursuing quality standards, training well-prepared generations to cope with transformations and find efficient, fast solutions innovative. Companies seek to operate with little staff, operative, because human resource costs can be high, especially as they seek more and more moral and

professional satisfaction, in addition to the financial motivation of raising salaries or various rewards of this kind and employee training process.

The new trend is for the employee to be a good operator, moderator, facilitator, etc., not only executor as he was and to master foreign languages very well (not only to communicate with third parties, but to be able to get information with the necessary). It is possible that some professions will disappear, be replaced by new ones, demanded on the labor market so digitized. Planning, simulation and decisions have played a big role in the organization, along with counselors, experts, and psychological training is as important as the employee's specialized training.

The apparent links between human resource management and organizational performance have formed the basis for what is strategic Human Resources Management (HRM), which means that HR managers work hand in hand with line managers to implement and manage the process of meeting company objectives, regardless of whether they are financial goals, visions or others. The key elements of the HRM strategy for any company will depend on the company's activities and its development stage; however, most HRM strategy statements should include career and staff development to help employees reach their full potential and acquire the skills needed for the organization to achieve its goals; organizational development supports the organizational culture that promotes the desired performance and a stimulating and supportive job.

The concept of European human resources management appeared because there are more and more national companies run by managers of other nationalities. Therefore, HRM expands its tendencies to some management practices in some international fields. In this context, the Department of Human Resources (DHR) is concerned with finding suitable people for jobs, attracting talent, and communicating a good image of the organization, and neuromanagement can contribute to them, as a neuroscientific approach applied to management problems to investigate behavior and managerial processes by analyzing brain activity.

### *B. Organizational mimicry*

Mimicry is the center, the heart of management, because this field works with the man who adopts mimetic behaviors. In the context of innovation, this ability and voluntary attempts to reproduce the behavior of another person, can lead to spectacular effects in imitating good behaviors, such as green actions. According to Rene Girard, imitation is at the origin of everyone, generating desires, while the need is native. Girard's triangle, the mimetic triangle is made up of the desired object, the mediator, and the mime (see: <https://mimetictheory.com/key-terms/triangular-desire/>).

Through behavioral mimicry, people are influenced by their leaders. If we randomly analyze a work team,

we will notice that its members resemble their manager, in terms of work, characters, even clothing, and attitude. Where the boss is competent and dynamic, so will his team.

Strategies with good results adopted and tested deserve to be replicated at the level of other organizations, taken as models of innovation. When organizations innovate, there are common regularities, called innovation patterns, which prove the existence of this mimicry, presented by the measure of common sense and improperly expressed because mimicry itself means imitation without deviations, meaning, non-innovation. The desire for mimicry can also be studied through neuromanagement by subjecting the subject to questions about the subject and evaluating the responses by monitoring brain activity, pulse, and respiration to demonstrate the relationship between what the subject says and what he thinks [8]. With the introduction of human resource management software, the HR department has undergone changes, in the sense that the processes carried out by the staff until then have begun to be performed by software. The latest trends show that DHR is becoming more and more involved in the business strategy of the organization, having an increasingly strategic character.

### *C. Neuromanagement*

DHR also has the option of using neuromanagement, still in the research phase, to find out, with the help of medical devices, reactions and opinions of candidates for a position or of their own employees. Neurology, imaging, and psychology are very important areas for what modern management can achieve.

At first, a managerial strategy is just a map, a mental image, made up of all the knowledge described. Emotional knowledge has led to the emergence of neuromarketing as part of neuromanagement, a developing field that monitors consumers' reactions to marketing stimuli, reactions found by medical methods such as MRI, EEG, MRI showing the relationship between decision and human brain. Professor Qingguo Ma, the head of the Neuromanagement Laboratory at Zhejiang University, established the neuromanagement hypothesis in 2006.

Neuroentrepreneurship offers new perspectives in the substratum of entrepreneurs, who study the neural basis of innovation, the entrepreneurial mentality in intentions below what is on the surface. This new field aims to research the human brain and its areas with the help of connectors, images, and devices with interest in the decision-making process of human subjects to identify their entrepreneurial abilities [6].

To understand the complex structure of the brain, the theory of the three brains, triune, was developed by neurologist Paul MacLean in 1950. The brain is a reptilian R complex that is responsible for the most primitive and reflexive functions, to which we have added the neocortex and the limbic system. 5% of the mass of our brain is occupied by the R complex, which

ensures survival and sees the known as something that can solve and the unknown as something dangerous.

The main task of the reptilian brain is to respond to environmental stimuli, regardless of past or future, and generate involuntary responses, such as heart rate and respiratory rate. The limbic system is the source of our emotions, that is, of emotional intelligence. The cortex is the ideas and inspirations, it helps us to process the information correctly [3].

## II. RESEARCH METHODOLOGY

### A. Defining the Research Hypothesis

A good documentation of the human brain outlines the specific principles that can be introduced in advertising messages to optimize information processing. In neuromanagement, conscious participation of the tested human subject is not necessary, but only his consent for the investigation of the mind [2].

The evaluation of jobs performed through bioelectric measures is an innovative method by which managers in the human resources department are supported in the recruitment process, training, the need to be dismissed, the establishment of a work team for a project, the mobility of staff within the organization, opportunities for advancement, availability for green management, attitude towards the personal model of the manager (mimicry).

The study can be performed to assess the level of interest in GHRM and the agreement or disagreement about behavioral mimicry. Why both interests in this study? GHRM is a new topic, with an impact on the whole world, because an employee's thinking about the environment affects everyone around him, being a problem that involves us all, because it has major repercussions. If we all lived in the spirit of environmental protection, the impact of human actions would be less on the environment and implicitly on the environment than on humanity. Another area of interest in this study is the manager's model for his employees, how he is perceived, and how important is its role for candidates for a position, for the results of an organization after all.

The objective is to classify the subjects into one of the following categories:

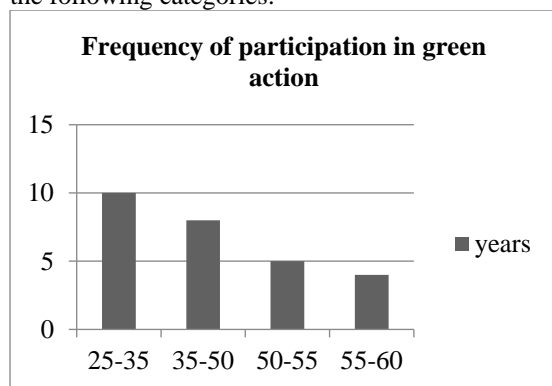


Fig. 2 Frequency of participation in green action

1. Interested in the environment;
2. Neutral to the environment;
3. Willing to train in green management;
4. Disinterested in the environment, and for the other problem the categories are: 1. mimicry is important; 2. neutral response; 3. mimicry is harmful.

### B. Research Methodology

The research has a target group aged between 25 and 60 years, who hold different positions in different organizations, precisely so that the result is a general one for our country, not targeted on a specific category. The purpose of the research is to accept green management and mimicry by analyzing the data provided by the tools used. As methods, we will use a series of questions in the form of a questionnaire that will be applied to the target group.

Other instruments that could be used, with the consent of those tested, would be the electroencephalogram of EEG associated with software, such as Human Neocortical Neurosolver, MRI, CT scan, which would discover the true feelings of the respondents, not just the rational response.

### C. Results analysis

Most of the interviewees were found to know the concept of green management and unanimously know and believe in the benefit of applying green measures on the job. The problem is that it does not really apply.

Respondents stated that they only occasionally participate in greening actions. 50% of the respondents responded that they are interested in training courses in the field of green management, 30% are very interested, and the rest show a disinterest in this improvement. 70% agree that the manager is a role model, and 30% completely agree. Most, 80%, believe that it is extremely important that members of a work team have the same working methods and are compatible.

In equal percentages of 40%, the interviewees know or do not know if the management strategies of the organizations where they work use mimicry, while 20% do not know this aspect. Half of the respondents would agree with the use of medical methods such as an encephalogram to study their behavior according to certain stimuli and 30% are undecided.

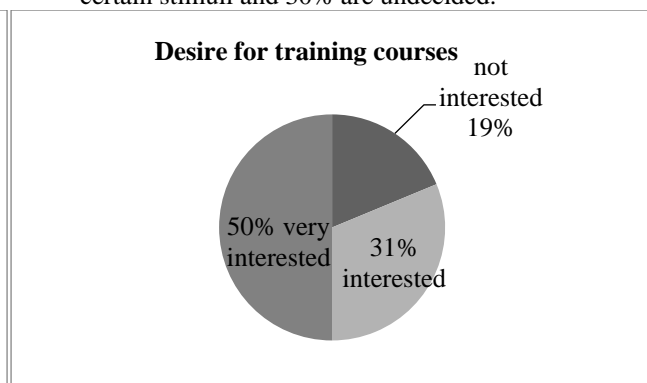


Fig. 3 Desire for training courses

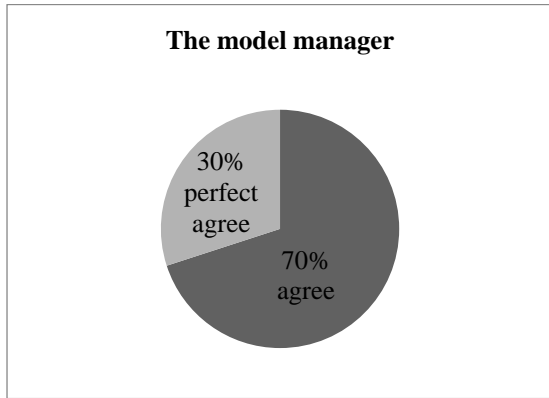


Fig. 4 The model manager

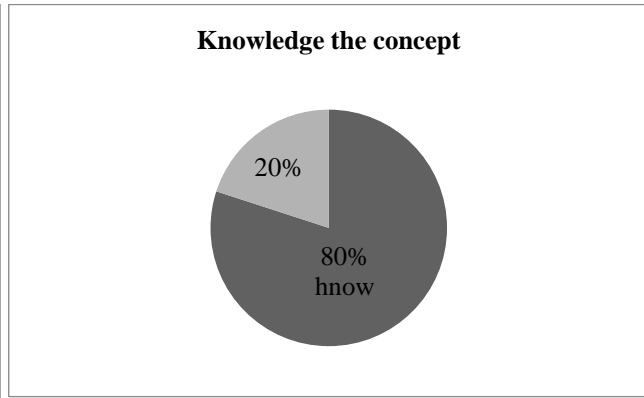


Fig. 5 Knowledge the concept

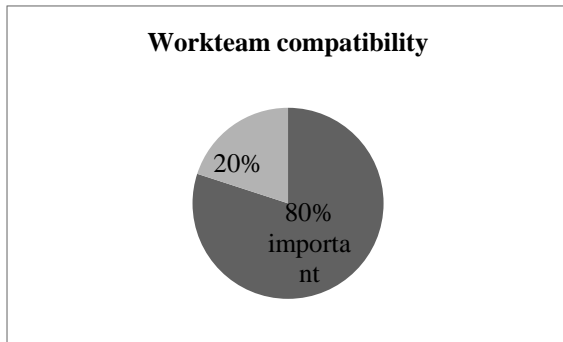


Fig. 6 Workteam compatibility

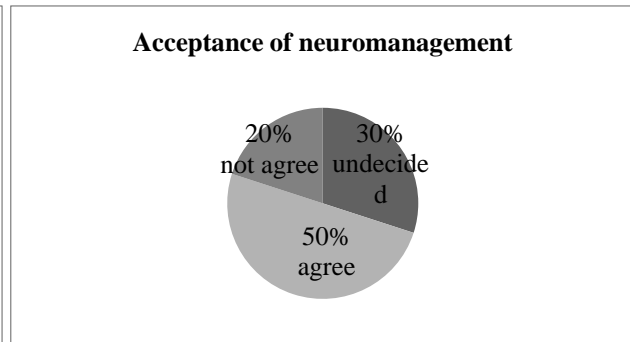


Fig. 7 Acceptance the concept

Therefore, following the study we can classify the subjects into the category of those interested in the environment, willing to train in green management, and regarding the other issue we noticed that imitation is important for employees in Romania. The three concepts: GHR, mimicry and neuromanagement are new and under investigation.

### III. CONCLUSIONS AND FINAL REMARKS

This study was based on the theoretical part of the three concepts, Green Management, behavioral mimicry and neuromanagement, and on the application side I conducted a study through which I wanted to find out the opinion of respondents from various fields of activity, functions and age. about the concepts mentioned and whether he would agree to find out more using neuromanagement, particularly the question referred to the use of the encephalogram. As neuromanagement is done only with the consent of those tested, there are problems related to this aspect. With more knowledge, things could be simplified and better understood.

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