

AN EMPIRICAL EXAMINATION OF INTER-ORGANIZATIONAL FACTORS INFLUENCE ON GREEN MARKETING ADOPTION IN JORDANIAN INDUSTRIAL SECTOR

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ABSTRACT

The aim of this research is to examine the factors affecting the adoption of green marketing concept among the industrial manufactures in Jordan. Data were collected from 92 industrial manufactures. Hypotheses were tested using multiple regression. The results indicated that social and environment responsibility have positive relationships with green marketing adoption. Lacks of significant relationships were found between managerial attitude, innovative management and green marketing adoption. These results provide significant managerial implications on how to build and foster the green marketing as an organizational culture and determine what factors should be considered in that regard.

Keywords: *Green Marketing, Social Responsibility, Environmental Responsibility, Innovative Management, and Managerial Attitude*

1. INTRODUCTION

Environmental considerations touched all aspects of companies operations (Post, et al., 1996). At the beginning of the twenty first century, the social and environmental consequences of economic growth forced a two folded challenge for companies to find better ways to produce, consume and live. In the short term, social and ecological issues have become significant external influences on companies to react

to the diversified customers' needs as well as to the new regulations that reflect the increasing concerns about the socio-environmental impacts of business. In the longer term, fundamental changes in the upper management paradigm are needed (Baker, 2003). Hence, concepts such as green management, green production, green innovation and green marketing gathered importance and are increasingly becoming a strategic part of management agendas. This emphasis is true especially when several

studies thought that pollution was the concrete evidence of inefficient uses of resources, and companies engaging in environmentalism actively can not only minimize production waste and increase productivity, but also increase corporate reputation, and thereby, enhance competitiveness under the trends of popular environmentalism consciousness of consumers and severe international regulations of environmental protection (Chen, 2008). As a result, complex business environment, intense competition, increased media scrutiny, consumer activism, and government regulations (Thorne, et al., 2003).

Along with economic, legal, ethical and philanthropic responsibilities, environmental responsibility has emerged as a response to the new challenges faced by companies in the last decade. Companies responded and adjusted their business strategies by implementing environmental management systems, altering their products and services, and integrating environmentalism into all organizational dimensions including marketing processes; that is when green marketing emerged into prominence.

Globalization has made environmental issues a global concern, and Jordan is no exception. Jordan's population has swelled throughout the last few decades, and with the rapid industrialization, consumption patterns and life styles have changed and people begun to use more and more of the scarce resources. This improvement in the standards of living came with a cost; loss of biodiversity, water and air pollution, deforestation, and desertification. For those reasons, it is important to investigate whether Jordanian companies have acknowledged

environmental responsibility, and if they have taken green marketing strategies into their organizational considerations. Thus, this research gets an initial insight into the extent of green marketing adoption in Jordan and the factors or the antecedents that influence the adoption, by studying the industrial companies through answering the following questions:

- What are the factors affecting green marketing adoption in Jordan?
- What is the relative importance of these factors?

Green marketing has received a great deal of attention lately. Most organizations in the developed countries have acknowledged the importance of environmental responsibility and have integrated it into their activities and operations to become an essential element of their business strategies. Despite the growing interest in green marketing, to the knowledge of the researcher, little attention was given to this critical issue in Jordan. Therefore, this research sheds some light on the state of green marketing adoption in Jordan, and the antecedents motivating its adoption. Additionally, this research offers insights into the stage of evolution in this area by assessing if industrial sector companies in Jordan have acknowledged this concept. The chosen research sample is small and it is difficult to draw definitive conclusions, but still it provides valuable information for researchers, managers, investors and business people about current opportunities in green marketing. Hence, the research offers a base foundation for further investigations in this field.

II. LITERATURE REVIEW AND HYPOTHESE DEVELOPMENT

The American Marketing Association (AMA) held the first workshop on “Ecological Marketing” in 1975. It was largely concerned with those industries with the most severe environmental impacts and with developing new technologies to counter particular environmental problems. The AMA workshop attempted to bring together academics, practitioners, and public policy makers to examine marketing’s impact on the natural environment (Polonsky, 1994).

The integration of environmental concerns into marketing theory results in the development of green marketing concept which can be viewed as a holistic management process responsible for identifying, anticipating, and satisfying the needs of customers and society, in a profitable and sustainable way that comprise two parts: (1) using natural resources at a rate at which environmental systems or human activity, and (2) reducing pollution and waste at a rate which can be absorbed by the environmental system (Baker, 2003).

Hence, the concept of green marketing refers to environmentally responsible marketing that include a whole set of ideas, methods and processes that continually reevaluate how companies can achieve corporate objectives and meet consumer needs while minimizing long-term environmental harm. When considering green marketing, many people believe it refers solely on specific individual activities, such as promoting green product characteristics or designing less ecologically harmful products. Although these activities

are tactically important and necessary to the overall success of a greening program, green marketing is a holistic, integrated approach (Polonsky and Rosenberger, 2001) that incorporates a wide range of activities including: (a) product development, (b) raw materials acquisition, (c) waste disposal, (d) packaging, (e) advertising, (f) labeling, (g) pricing, (h) distribution, and (i) sponsoring. In this research, we focus on those activities that are related to production and raw material acquisition. This is important at this point in this research due to the lack of general awareness of green marketing concept among the Jordanian manufacture.

In this research, we view green marketing practices to incorporate three aspects: (1) retailing aspect that is associated with the marketing of products that are presumed to be environmentally safe, (2) social marketing aspect that is associated with the development and marketing of products designed to minimize negative effects on the physical environment or to improve its quality, and (3) environmental aspect that is associated with the efforts by organizations to produce, promote, package, and reclaim products in a manner that is sensitive or responsive to ecological concerns.

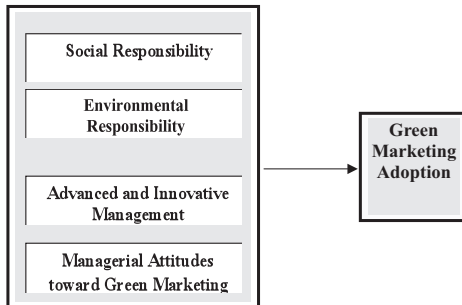
Drawn from previous research (Polonsky, 1994; Coddington, 1993; Post et al. 1996), figure 1 presents the research model developed for the purposes of this research. As can be seen, the model consists of the dependent variable of green marketing adoption, which is affected by the independent variables; the internal factors affecting company’s green marketing adoption. These factors were derived from previous research, where all were independently found to be

related to increased levels of green marketing adoption. However, they had not been combined and tested in the same study.

Figure 1: Antecedents of Green Marketing Adoption

Social Responsibility:

An attitude when the company feels that



it's moral obligation to maximize its positive impact and minimize its negative impact on society (Pride and Ferrell, 2000). Companies should be held accountable for any of their actions that affect people, communities and the environment, and that negative business impacts should be acknowledged and corrected. In this research, social responsibility reflects corporate tendency to sponsor and support social programs, provides reliable products, disclose information about the products' elements, and considering the feedback of all stakeholders, (Polonsky, 1994; Post, et al., 1996).

Green marketing is part of companies' responsibilities toward the natural environment, consequently the company that embraces the social responsibility concept, is more likely to adopt green marketing strategies (Coddington, 1993, Polonsky, 1994), as companies green their products and policies because they wish to be socially

responsible (Prakash, 2002), therefore we hypothesize that:

H₁: There is a significant relationship between social responsibility and the adoption of green marketing.

Environmental Responsibility:

Environmental responsibility reflects company' vision that emphasizes the responsibility of conserving the environment and considering environmental issues in organizational decision making. There is evidence that environmental responsibility is positively related to the presence of green marketing efforts. This construct includes activities such as: (1) having a clear policy regarding environmental responsibility, (2) complying with environmental legislation, (3) resources preservation, and (4) implementing environmental technologies and programs (Coddington, 1993, Langerak, et al., 1998, Polonsky and Rosenberger, 2001). From this evidence, we hypothesize that:

H₂: There is a significant relationship between environmental responsibility and the adoption of green marketing.

Advanced and Innovative Management:

The extent to which the company constantly seizes new opportunities, thrives for continuous development, and regularly seeks out emerging sources of competitive advantage. Since green marketing is a new concept, it is proposed that one of the optimal candidates for green marketing adoption is an innovation, proactive and a responsive company (Miles and Manula, 1995, Esty and Winston, 2006). Based on that we hypothesize;

H₃: There is a significant relationship between advanced and innovate management and the adoption of green marketing.

Managerial Attitudes toward Green Marketing:

In this research, managerial attitude reflects managerial perceptions of green marketing burdens and shortcomings measured on a seven point likert scale. Such perceptions include financial, technical and managerial burdens. Not all managers consider green marketing as an opportunity and a strategic business tool, many remain unaware of the positive impacts that green marketing can have on their businesses. Furthermore, some see it as a disadvantage and an additional burden that troubles the company with unrecoverable costs that harms the competitiveness of the company. Banerjee (2001), studied senior managers' perceptions of environmental issues, and concluded that top management was more directly involved in environmental issues in companies where managers perceived regulatory forces to be a major threat, or felt that their customers were environmentally conscious, or where environmental initiatives led to benefits for the company in terms of cost savings or quality improvements. But most importantly the findings of this study indicated that corporate environmentalism ultimately follows the economic bottom line; environmental initiatives were evaluated by their benefit to the company which in most cases meant reduction in waste, cost savings, and improvements in product and process quality. For that reason, environmental orientation and the integration of environmental issues into marketing activities, appear to reflect managerial perceptions of the importance of environmental issues facing their company (Banerjee 2001), and their attitudes toward green marketing, since green marketing can be a major challenge to the existing organizational culture, requiring changes that

will not occur without the clear and active support and commitment of top management (Langerak, et al., 1998, Banerjee et al., 2003). Therefore, we hypothesize that

H₄: There is a significant relationship between managerial attitudes toward green marketing and the adoption of green marketing.

III. RESEARCH METHODOLOGY

Population and Sample:

The study population consists of 100 industrial sector companies operating in Jordan. While distributing the research questionnaires, we found that not all companies listed as manufacturing companies were so indeed. Four companies converted into investment companies while their registration in the stock market as a manufacturing company was still valid, and therefore they were excluded from the population. Moreover three companies were still in the inauguration phase, with no actual operations and production processes. Based on the above mentioned reasons, overall, eight companies were excluded from the population, reducing the sample size to 92 manufacturing companies. Table 1 demonstrates the sample sectors and the number of companies in each sector.

Data Collection and Field Work

Primary data needed for this study were gathered by a structured questionnaire measuring the proposed variables generated through the examination of available literature. The questionnaire consists of two parts; the first part relates to questions concerning companies' characteristics (industrial sector, number of employees, years of experience, size of market capital). The second part of the questionnaire relates

Table 1
Studied Population by Sector

Sector	Number of Companies	Percentage of Total Companies
Pharmaceutical and Medical	8	9%
Chemical Industries	14	15%
Paper and Cartoon Industries	5	5%
Printing and Packaging	4	4%
Food and Beverages	15	16%
Tobacco and Cigarettes	4	4%
Mining and Extraction	13	14%
Textiles, Leathers and Clothing	8	9%
Glass and Ceramic	4	4%
Electrical	6	7%
Engineering and Construction	11	12%
Total	92	100%

to questions measuring each of the proposed antecedents on a seven point Likert scale.

The study survey was assessed and evaluated prior distribution to respondents by a number of key specialists and professionals in business research and marketing from The University of Jordan. Next, the questionnaire was pre-tested on a randomly selected panel of fourteen companies from which the sample would be drawn in order to obtain an understanding of how respondents viewed and interpreted the questionnaire statements. Besides, it helped to obtain an understanding of how managers perceived green marketing, and how they viewed environmental responsibility in relation to their business activities. After the interviews were conducted, the questionnaire was modified and adjusted to reflect needed simplification and instruction clarity. Afterward the questionnaires were administered to the remaining population by personal visits to the companies or sent by Email; where geographic distance made it impossible to deliver the questionnaires personally. Mar-

keting managers were asked to complete the questionnaire. In companies where no marketing manager existed, the questionnaire was asked to be completed by the General Manager, Technical Director, or Production Manager. All selected respondents were key informants who had access to privileged information about their company's environmental activities. Finally, the researchers followed up the questionnaire completion through phone calls and sites visits.

Table 2 presents a description of the research sample characteristics.

Table 2
Research Sample Characteristics

Gender	Frequency
Respondents' Years of Experience	
Less than 5 Years	6
6-15 Years	42
16-25 Years	19
More than 26 Years	25
Subscriber's Size in Capital	
Less than 20 Millions	72
21-60 Millions	10
61-100 Millions	3
More than 101 Millions	7
Total	92

IV. ANALYSIS AND RESULTS

We estimated the reliability for the scales measuring the constructs of interest in this study. Cronbach's alpha for the three-item

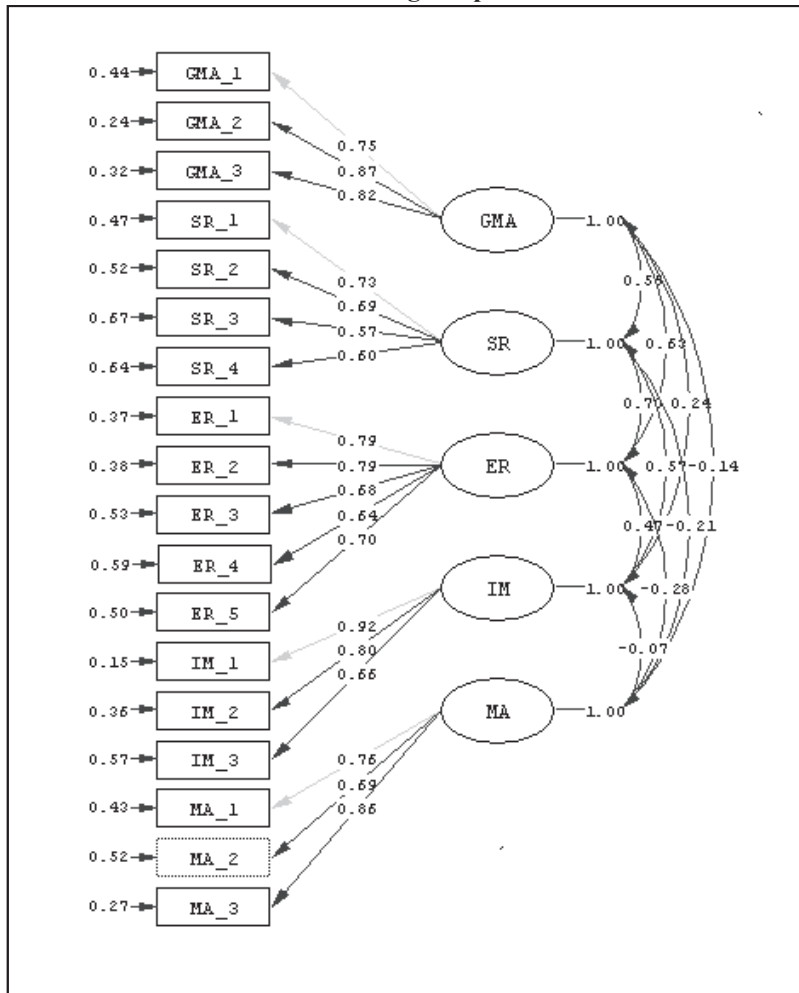
green marketing adoption was 0.85, for the four-item social responsibility variable was 0.74, for the five-item environmental responsibility variable was 0.84, and for three-item innovative management variable was 0.83, and for the three-item managerial barriers variable was 0.81.

Assessment of Measurement Model

The measurement model was estimated using LISREL (8.5). The model has excellent fit indexes (Hu and Bentler, 1999) ($\chi^2=173.97$, df 125, comparative fit index (CFI) = 0.91,

root mean square error of approximation (RMSEA) = 0.06, normed fit index = 0.92), and the modification indexes suggested no items have significant cross loadings. Figure 2 shows the confirmatory factor analysis and the standardized loadings. Table 3 shows the standardized loading for the items measuring the constructs in this study. As indicated in the table, composite reliability (CR) is higher than 0.7. (Green Marketing Adoption= 0.85, Social Responsibility = 0.94, Environmental Responsibility = 0.85, Innovative Management, =0.84, and

Figure 2
Antecedents of Green Marketing Adoption Measurement Model



Managerial Attitude=0.81) provide evidence in support of the measures' reliability.

Assessment of Constructs' Validity

Additional evidence provided by or derived from the confirmatory factor analysis (CFA) suggests that the resulting measures are reliable and valid as indicated by the relatively high composite reliability and average variances extracted (Fornell and Larcker, 1981; Gerbing and Anderson, 1988). To establish the convergent validity, the items of specific construct should share a high proportion of variances in common. As can be seen in Table 3, the convergent validity is indicated by:

1. All factor loadings are significant at $p < 0.05$
2. The relatively high average variances extracted (AVE) (Green Marketing Adoption = 65%, Environmental Responsibility = 52%, Innovative Management = 64%, and Managerial Attitude = 60%). However, the AVE for the variable Social Responsibility is 42%, which is lower than the cutoff point. Although this value can be improved by deleting SR3, but this deletion will compromise the meaning of the construct. Therefore, we decided not to go for item deletion.
3. In this research, the discriminant validity is established by the absence of significant cross loadings that are not represented by the measurement model (i.e. congeneric measures).

The absence of significant cross loading is also an evidence of constructs unidimensionality.

Hypotheses Testing

To test the stated hypotheses, multiple regression analyses are used to examine the impact of independent variables on the dependent variables for achieving the research objectives. Table 4 shows results of the multiple regression analysis of the independent variables on the green marketing adoption, as a dependent variable. The multiple regression model, R square is 0.343, is significant at 0.000. The regression findings indicate that there is a significant and positive relationship between all the independent variables and green marketing adoption. Table 4 shows that 34.3 percent of the variation in green marketing adoption is explained by the independent variables together. The findings indicate that environmental responsibility (beta is 0.440, significant at 0.000), social responsibility (beta is 0.281, significant at 0.000) are the only predictors of variations in the green marketing adoption, while the former has the strongest effect. However, innovative management and managerial attitude failed to present any impact on green marketing adoption.

V. DISCUSSION

The results show that the majority of respondents are unfamiliar with the concept of green marketing, implying that green marketing activities are being adopted from environmental responsibility perspective rather than being driven by a clear marketing strategy. The multiple regression analysis findings indicate that there is a significant and positive relationship between the internal factors, which are social responsibility and environmental responsibility and the green marketing adoption. More specifically, there is a positive relationship between social

Table 3
Constructs' Validity and Reliability

Research Constructs and Items	Std Loading	Composite Reliability	Average Variance Extracted
Green Marketing Adoption (GMA)		0.85	65%
GMA1: Our company considers environmental issues when developing new products	0.75		
GMA2: Our company modifies existing products to make them more environmentally safe	0.78		
GMA3: Our company chooses the least harmful raw materials to the natural environment	0.82		
Social Responsibility (SR)		0.94	42%
SR1: Our company sponsors and supports social, educational and youth programs within the local community.	0.73		
SR2: Our company considers the interest and the feedback of all stakeholders	0.69		
SR3: Our company provides reliable, high quality and safe products.	0.57		
SR4: Our company discloses all information about product contents.	0.60		
Environmental Responsibility (ER)		0.85	52%
ER1: Our company prevents the wasteful use of raw materials and natural resources.	0.79		
ER2: Our company uses techniques to improve energy or water efficiency.	0.79		
ER3: Our company uses environmentally friendly machines and technologies.	0.68		
ER4: Our company evaluates its environmental performance through periodically conducting environmental audits.	0.64		
ER5: Our company implements pollution prevention programs.	0.70		
Innovative Management (IM)		0.84	64%
IM1: Our company constantly creates new products.	0.92		
IM2: Our company constantly modifies existing products.	0.80		
IM3: Our company always searches for new ways to improve production processes.	0.66		
Managerial Attitude (MA)		0.81	60%
MA1: Green marketing is an additional managerial burden.	0.76		
MA2: Green marketing requires a great deal of financial investments that could influence company's profitability.	0.69		
MA3: Green marketing needs big technical modifications on products and production processes.	0.86		

Table 4
Multiple Regression Analysis *

Multiple R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson	Analysis of Variance			
					F Value	Sig. F		
0.586	0.343	0.313	0.79705	2.141	11.238	0.000		
Independent Variables in the Multiple Regression Equation								
Independent Variables		Standardized Coefficients	T Value	Sig. T	Collinearity Statistics			
		Beta			Tolerance	VIF		
Social Responsibility		0.281	2.559	0.012	0.635	1.576		
Environmental Responsibility		0.440	4.113	0.000	0.666	1.501		
Innovative Management		-0.094	-0.902	0.370	0.710	1.408		
Managerial Attitude		0.025	0.274	0.785	0.944	1.059		

(*) Dependent Variable is Green Marketing Adoption

responsibility and the adoption of green marketing that Coddington, (1993) and Polonsky, (1994) support. In fact, the results found that social responsibility has the second greatest effect on green marketing adoption. This is perhaps attributed to the fact that green marketing activities are considered as an element of company's moral obligation toward the environment and its responsibility toward the society, rather than a corporate strategy to competitive advantage and to increase sales. Furthermore, Findings indicate that there is a relationship between environmental responsibility and the adoption of green marketing. This outcome is a support to previous research findings (Langerak, et al., 1998). In fact environmental responsibility has greater effect of all antecedents on the adoption of green marketing than social responsibility, suggesting that green marketing activities stem from company's responsibility toward minimizing the impact of its industrial operations on the natural environment.

Managerial Implications

The analysis also showed a lack of significant relationship between managerial attitude, innovative management and green marketing adoption. Although these findings are counter intuitive, a close examination for the management structure revealed that there is a lack of support for change from the top management. Marketers should remember that top management support is fundamental for green marketing to be successful. Green marketing starts with the right mindset and a focus on driving environmental thinking deep into corporate strategy (Esty and Winston, 2006), which may involve reorganization, restructure and redesign of many processes and systems within the company that only a committed management with a clear vision can achieve.

Just like any integrated marketing approach, green marketing must involve extensive coordination across functional areas to be effective (Polonsky and Rosenberger

III, 2001). “True” green marketers have to ensure that all corporate activities and departments are based on a comprehensive orientation towards environmentally friendly corporate behavior, translated into strategies and action plans (Getzner and Grabner-Krauter, 2004).

As concluded from research analysis, most companies have acknowledged the importance of environmental responsibility, and have practiced some activities of the green marketing mix, yet most managers are not familiar with the green marketing concept. So, it is recommended for this matter for business schools to have such teaching courses in their programs. Also, it is important to conduct internal green marketing; building an environmental responsible culture through employee education to generate general knowledge about environmental issues, their importance to the company, how the company is addressing them and the role green marketing plays in their companies.

Finally, it is important for companies to employ an environmental manager to overtake the role of planning, implementing, reviewing and improving company’s environmental performance. The environmental manager should be responsible for overseeing the environmental performance of his company, by developing and implementing environmental strategies and action plans, ensuring compliance with environmental legislation, and carrying out environmental audits and assessments. Another important element of the role of environmental manager is to ensure that staff is trained at all levels and that the workforce recognizes its own con-

tributions to improved environmental performance.

Recommendations for Future Research

To the best of the researchers’ knowledge, few researches are available in Jordan regarding environmental responsibility or green marketing; hence, numerous recommendations for future research exist, mainly based on the limitation of this research study. First of all, as noted earlier this research study aimed on getting a general idea of green marketing adoption, hence focused on a limited number of green marketing activities. Clearly, green marketing includes a wide array of activities; undoubtedly a study with a wider range of activities would provide greater understanding and more generalization of this study’s findings.

Likewise, this research studied green marketing antecedents in general; future studies could identify more antecedents of green marketing that were uncovered in this study. In addition, research is needed to focus more specifically on analyzing the driving factors of green marketing realization or the characteristics of green companies. Moreover, it will be beneficial to examine the consequences of green marketing strategies on companies’ performance (profitability, market share, sales, etc.). Also future studies could explore the obstacles, problems and difficulties that hinder companies from implanting green marketing strategies.

Finally, it is advised to replicate the present study on a larger sample of companies and apply this framework to more sectors to provide more generalization that found in



this study, and to see if the results obtained here are confirmed on all sectors. In addition the current study could be replicated on the entire population of a specific manufacturing sector setting, for example on food and beverage sector or on the pharmaceutical

sector. Similarly, it would be interesting to extend the analysis carried out in this work to the service sector, to obtain an understanding of the extent of environmental responsibility and green marketing adoption within this sector.

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Short Bio of Dr. Hani H. Al-Dmour and Amjad A. Abu-ElSamen

Hani H. Al – Dmour Upon graduation with a Ph.D. in Marketing from University of Sheffield in UK, Hani Al –Dmour began teaching a wide variety of undergraduate and graduate courses in relation to international marketing, sales management, purchases management , services marketing, strategic management at the Department of Marketing in the University of Jordan, Applied Sciences University and Amman University and other universities. He has been awarded from several recognized foundations and Ministries a selection of prizes pertaining to Arab researchers in the domain of management sciences and marketing . He has written and published numerous essays in Arabic and English about export behavior , service marketing, relationship marketing. He is often invited to participate in scientific conferences pertaining in Jordan and abroad. In addition, he is consulted frequently by several research centers about marketing and he is also a member of a number of committees about business administration at reputable universities in and outside of Jordan. He was the ex-dean of Faculty of Graduate Studies and the ex –dean of the Faculty of Business and he is now the Director of Fanatical Funds at the University of Jordan.

Amjad A. Abu-ElSamen has a PhD from Oklahoma State University and is the chair of Marketing Department at the University of Jordan. His research interests include the applications of behavioral decision-making theories, research methodology, and customer satisfaction. Publications appear in the Journal of Management Theory and Practice, Journal of Internet Commerce, International Journal of Mobile Communication, International Journal of Internet Marketing and Advertising, and International Journal of Services and Standards. He is among the few in Middle East to earn SAS predictive modeling certificate. He also received the SAS data-mining certificate and won an international tournament in modelling and data mining.