

Effect of Internal Green Marketing Mix Elements on Customers' Satisfaction in Jordan: Mu'tah University Students

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ABSTRACT

This paper aims at investigating the effect of internal green marketing mix elements on Mu'tah University students' satisfaction in Jordan. This study is based on quantitative approach methodology to collect the primary data. The researchers developed a questionnaire to measure the study constructs, which included 27 items. Five hundred questionnaire forms were distributed to the study sample. Four hundred and seventy-five (475) questionnaire forms were valid for analysis. Some analysis tests, such as data screening, data descriptive testing, reliability and hypothesis testing, were conducted using SPSS, v. 20 and AMOS, v. 16. The results of this study indicated that there are seven supported hypotheses related to green product, green price, green place, green promotion, green provided information, green process and green people, respectively. But, one hypothesis related to green policy was not supported. Finally, some recommendations presented in this study targeted academics and decision makers in Jordan in this filed.

Keywords: Internal green marketing mix elements, Customers' satisfaction, Jordan.

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أثر عناصر المزيج التسويقي الأخضر الداخلية في رضا العملاء في الأردن: طلبة جامعة مؤتة

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ملخص

تهدف الدراسة الحالية الى التحقيق في أثر عناصر المزيج التسويقي الأخضر الداخلية في رضا طلبة جامعة مؤتة في الأردن. هذه الدراسة صممت بناءً على الأسلوب المنهجي الكمي لجمع البيانات الأولية. طور الباحثان استبانة لقياس متغيرات الدراسة احتوت على 27 بنداً. وزعت خمسمئة استمارة على عينة الدراسة، وكانت أربعمئة وخمس وسبعون منها صالحة للتحليل. وأجريت بعض الاختبارات الإحصائية كمسح البيانات، ووصف البيانات، واختبار الثبات، واختبار الفرضيات باستخدام برنامج SPSS، النسخة 20 وبرمجية AMOS، النسخة 16. نتائج هذه الدراسة أشارت إلى أن هناك سبع فرضيات مقبولة قاست أثر المنتج الأخضر والسعر الأخضر والتوزيع الأخضر والترويج الأخضر والمعلومات المزودة الخضراء والعمليات الخضراء والأفراد الخضراء في رضا العملاء في الأردن. فقط فرضية واحدة لم تكن مقبولة، وهي التي قاست أثر السياسات الخضراء في رضا العملاء في الأردن. في النهاية، هذه الدراسة قدمت مجموعة من التوصيات استهدفت الأكاديميين ومنتخذي القرار في الأردن في هذا المجال.

الكلمات الدالة: المزيج التسويقي الأخضر، رضا العملاء، الأردن.

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INTRODUCTION

In the early 1960s, environmental issues began to be a major concern about pollution and depletion of energy sources in the world. This environmental concern increased significantly in the early seventies, which led to the emergence of many associations and institutions that wanted to preserve the environment and make the world a safe place to live for individuals and communities and for future generations, by the enactment of laws and legislations to ensure that this is achieved (Charter, 2017). In response to these laws and regulations from official and informal organizations, many business organizations began to reconsider their social and ethical responsibilities in their marketing practices by giving the environmental dimensions a great importance in their marketing strategies to meet the major challenges faced by business environments (Jain & Kaur, 2004).

Numerous and overlapping challenges have forced leaders and the organizations' managers to resort to environmental green marketing strategies to reduce risks and provide safe products and services to the consumers, by considering marketing performance on the one hand and keeping environmental balance on the other hand, as well as carrying out marketing activities with strong commitment to environmental responsibility and controls to ensure that the natural environment is maintained and not damaged (Ottman, Stafford & Hartman, 2006). At this stage, a new marketing concept is emerging, called "Green Marketing", which revolves around the commitment of organizations to the principles of environmental responsibility in practicing their marketing activities, dealing with environmentally friendly goods and staying away from producing goods which are harmful to society, environment and nature (Welford, 2016).

In light of the increasing social criticism directed at many marketing practices, green marketing concept is

considered as one of the most recent topics in the marketing management field, but less in the literature specialized in administrative sciences. So, most organizations need to adopt this concept, because its adoption yields a sustainable competitive advantage, in addition to expressing their interest in the principles of social and ethical responsibility towards their customers, as well as adopting a clean manufacturing strategy, providing products free of environmental pollution factors, distributing them in the appropriate manner and providing their customers with correct information without cheating or misleading (Chen, 2010).

In the Arab region in particular, recent awareness of the environment arouse by governments and private organizations in response to rapid environmental and technological developments in adopting modern concepts of social responsibility and the preservation of sustainable environment through endorsing many environmental laws and issuing various legislations that aimed at preserving the environment and natural resources, especially non-renewable ones (Tantawi, Shaughnessy, Gad & Ragheb, 2009; Hashem & Al-Rifai, 2011). In addition, this environmental awareness has resulted in the emergence of many informal organizations and lobbying groups that support the global trend to preserve the environment and refuse practices and behaviors harmful to the environment (Dagher, Itani & Kassar, 2015).

Study Problem

In spite of environmental awareness, many Arab business organizations are not still committed to environmental protection applications and relevant legislations and haven't even offered minimal support for such efforts formally and informally (Malik,

Abdallah & Hussain, 2016). For instance, most Arab people still practice their patterns of consumption in an unfriendly environment and do not care about negative consequences. Many organizations use harmful preservatives in canned or frozen food products and proliferate an eclectic and non-eco-friendly consumption culture, including the purchase of large-size, fuel-consuming cars and the purchase of low-quality products that contribute to the reduction of the society's economical and material resources on a large scale (Korichi, Abdelmadjid & Sasu, 2017).

Therefore, several formal and informal efforts should be encouraged to carry out outreach campaigns and educational programs to educate consumers and raise their awareness of environmental responsibility. This will push business organizations to respond to this new environmental culture and move towards adopting a green marketing approach to satisfy individuals and the society as a whole. The consumer behavior will affect the philosophy of business organization and *vice versa*. Thus, we can see a shift in the approach of Arab business organizations towards green marketing. Accordingly, this study aims at understanding the concept of green marketing through the effect of internal green marketing mix elements on customer satisfaction in Jordan, through asking about the internal green marketing mix elements that influence Mu'tah University students' satisfaction.

Study Objectives

Kotler and Armstrong (1996) determined that the internal green marketing mix included eight elements, which are: green products, green price, green place, green promotion, green provided information, green process, green politics and green people. However, this study offers some elaboration related to each of these elements in the literature review section. Currently, this study has one main objective; to identify the effect of internal green marketing mix elements on Mu'tah University students' satisfaction in

Jordan. However, there are eight sub-objectives that had been determined for the current study, which are:

- 1- To identify the effect of green products on Mu'tah University students' satisfaction in Jordan.
- 2- To identify the effect of green price on Mu'tah University students' satisfaction in Jordan.
- 3- To identify the effect of green place on Mu'tah University students' satisfaction in Jordan.
- 4- To identify the effect of green promotion on Mu'tah University students' satisfaction in Jordan.
- 5- To identify the effect of green provided information on Mu'tah University students' satisfaction in Jordan.
- 6- To identify the effect of green process on Mu'tah University students' satisfaction in Jordan.
- 7- To identify the effect of green politics on Mu'tah University students' satisfaction in Jordan.
- 8- To identify the effect of green people on Mu'tah University students' satisfaction in Jordan.

Literature Review

Green Marketing Concept Development

As mentioned previously, in the early 1970s of the last century, many environmental factors emerged, which led organizations to adopt modern concepts that emphasize high degrees of interest in environmental issues, especially social responsibility, based on the commitment of these organizations to the environment in which they live (Charter, 2017). The most important factor driving this interest has been the increase of environmental pollution rates including polluting drinking water and air, climate change due to damage of parts of the ozone layer, increasing depletion of natural resources due to large industrial processes and attacking green areas (Lee, 2008). Most studies indicated that the cause of these negative effects on the environment was the wrong

practices of industrial organizations. Therefore, many associations, organizations and lobbying groups emerged that encourage conservation of natural resources and environment, especially non-renewable resources (Cherian & Jacob, 2012).

At this time, business organizations began changing their practices and activities that might harm the environment in response to the demands by agencies that are interested in preserving the environment (Malik, Abdallah & Hussain, 2016). The most important practice was the emergence of marketing concepts that take environmental concerns into consideration. The most important concept is green marketing. This expressed their interest in strong commitment to environmental responsibility in conducting marketing activities. According to Zhylenko (2006), the concept of green marketing has evolved as a result of the growing environmental awareness that has created the concept of community marketing, which was created and developed because of criticizing the traditional marketing concept which is represented in three groups:

- First: the impact of traditional marketing on individuals in terms of high prices, deceptive practices, selling under pressure,... etc.
- Second: the impact of traditional marketing on society in terms of creating false desires, limited social goods, contribution to the dissemination of cultural values contrary to society,... etc.
- Third, the impact of traditional marketing on other companies in terms of its use in order to harm other companies, create obstacles to the entry of competitors to the market and practice unfair competition.

The concept of community marketing continued until the mid-1980s. Under the concept of sustainable development, the concept of green marketing emerged in the 1990s to limit traditional marketing practices that encourage misuse (Kotler & Armstrong, 1996).

Green Marketing Definitions

The concept of green marketing revolves around the commitment of business organizations to engage in eco-friendly practices that are not harmful to society and nature, to carry out marketing activities within the principles of social responsibility and specific controls to ensure the preservation of the natural environment. Most definitions of green marketing revolve around this axis. For example, The American Marketing Association (AMA) defines green marketing as “marketing of products that are believed to be environment-friendly, organized into various activities, such as product adjustment, modification of production processes, packaging, labeling, advertising strategies as well as increasing awareness on compliance marketing amongst industries” (Yazdanifard & Mercy, 2011).

Also, green marketing is defined as "all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants" (Stanton & Futrell 1987). In addition, green marketing management is defined as “the holistic management process responsible for identifying, anticipating and satisfying the requirements of customers and society, in a profitable and sustainable way” Peattie (1995, p. 28), while Coddington (1993, 1) defines it as “marketing activities that recognize environmental stewardship as a business development responsibility and business growth opportunity”. Baker and Hart (2008, 727) defined green marketing concept as “an overall management of identifying, anticipating and satisfying the needs of the customer and doing this in a profitable and sustainable way”. Witjes, Vermeulen & Cramer (2017) defined green marketing as a “subset of the overall marketing activity that examines positive and negative activities and only a limited range of environmental issues”.

Along with the green marketing concept, there are other green concepts that were found in business environments, such as green organization. One of the dimensions of the future is the green organization which reflects the green image carried by the organization towards the environment. This requires the organization to transform its old image into being eco-friendly according to modern social norms. Greening the organization represents the new trend of trying to enter business environments, where interests represent a wide range of practices, processes, programs, policies and relationships through its own initiatives to be green and in harmony with the environment and achieve new competitive advantages (Green, Morton & New, 2000). Arnett, German and Hunt (2003) pointed out that the greening of the organization includes the following dimensions:

- ✓ Green consumers: They are customers who promote environmentally friendly products and services and are always willing to pay a higher price to access these green goods and services.
- ✓ Green advertizing: This refers to advertisement that provides information and facts about the environmental benefits of green products and services provided by the organization while avoiding false claims and exaggerating environmental benefits.
- ✓ Green environmental reports: These are reports prepared by the organization that contain information and details on how the organization deals with the environment and may be legally required in some countries, but also respond to customers' need for information about the organization's objectives and attitudes towards the environment and its protection.
- ✓ Green investment: This term is an expansion of the principle of ethical investment, which avoids investing in certain harmful areas such as cigarettes and encouraging investment in other areas such as land reclamation.

- ✓ Sustainable development: It is a development that satisfies the needs of current generations and keeps the ability of future generations to meet their needs. This can only be achieved if economic growth is based on the protection of natural and environmental resources.

Moreover, the literature presented new green concepts such as green consumers (Roberts, 1996; Chan, 2001). The green consumer reflects the target market with green marketing activities. This term includes consumers who believe in the principles and values of green marketing in faith and practice. From this perspective, green consumers are the driving force towards improving the organizations' environmental performance of green marketing. In general, the green consumer is the owner of the purchasing decision, which avoids harmful products and services and seeks environmentally friendly ones. But, there is a problem when trying to identify who green consumers are. Do they include anyone who has only environmental concerns? Or are their interests translated into behavioral patterns within green marketing trends? To solve this problem, Diamantopoulos, Schlegelmilch, Sinkovics and Bohlen (2003) defined the green consumer as "the customer or consumer with a deep environmental awareness, who mainly deals with the values he/she believes in, which prevent him/her from buying products that are questionable according to his/her environmental direction and not only from the consumption of environmentally harmful goods".

One of the new green concepts is green purchasing, which refers to the purchase of materials or products with less or no harm to the environment through production, use and even after consumption (Schlegelmilch, Bohlen & Diamantopoulos, 1996). This includes materials that use or require less energy,

such as machines and equipment which require fewer raw materials and components to be manufactured, such as finished products or modified products used in the manufacture of environmentally friendly raw materials or even products that require less packaging. In other words, green purchasing includes all environmental forms of the product life cycle starting with the raw materials used to manufacture the product and how to take advantage of the remnants of that product after the completion of the process of use, such as paper, office equipment and even cleaning materials used in the organization (Schlegelmilch, Bohlen & Diamantopoulos, 1996; Rahbar & Abdul Wahid, 2011).

Dimensions of Green Marketing

According to Zimmer, Stafford and Stafford (1994), the application of the concept of green marketing is based on four main dimensions:

- ❖ Firstly: trying to eliminate the concept of waste, due to the change in the methods of handling waste in industrial organizations by focusing on producing products with little or no waste.
- ❖ Secondly: restructuring the concept of the product, by producing sophisticated products, keeping abreast of technology and environmentally committed. This is done by producing products based on raw materials that are harmless to the environment or in human consumption and are packaged in a manner that preserves the environment, in addition to the ability of the organizations to benefit from these products after the process of consumption by recycling them.
- ❖ Thirdly: clarifying the relationship between price and cost by reversing the price of the value of products without exaggeration in the issue of pricing.
- ❖ Fourthly: making the environmental trend profitable through the belief of the organization that the application of the green marketing concept will be profitably reflected on the organization, having a

competitive advantage capable of creating a positive mental image in the customers' minds, unlike those organizations that do not rely in production on this concept regardless of the negative effects on the environment.

In terms of the green marketing dimensions from moral and social responsibility point of view, some researchers like (Kalafatis, Pollard & Tsogas, 1999; Tiwari, Tripathi, Srivastava & Yadav, 2011) pointed to the existence of several dimensions related to this concept which are as follows:

- Economical dimension: It refers to the possibility that organizations achieve profitability, expand investment operations and increase the number of jobs for employees.
- Legal dimension: This refers to the commitment of organizations to legislations, policies and laws set by the government in relation to the production of products from the beginning of purchase of raw materials until consumption by customers in a harmless manner, in addition to being environmentally friendly.
- Ethical dimension: This refers to the commitment of organizations to ethical principles and standards that define acceptable marketing behavior.
- The human dimension: This refers to the commitment of organizations to achieve happiness for the members of society through their contribution to social issues, such as donations, social activities and humanitarian of assistance campaigns.

Importance of Green Marketing

The concept of green marketing in business environments emerged in the 1960s. The real interest in this concept started in the seventies and eighties of the same century (Polonsky, 1994; Peattie & Crane,

2005). The concept gained many advantages as indicated by researchers and academics in the fields of management in general and marketing in particular (Polonsky, 1994). These advantages are as follows:

- Satisfying organization owners' needs and desires: This is done by taking advantage of the diversity of modern marketing concepts which are a source of competitive advantage that organizations are looking for and the basis for organizations to achieve their different objectives.
- Providing confidence in terms of products and production processes: This is done through organizations producing products that are safe, environmentally friendly and harmless to society and avoiding producing products that cause pollution.
- Community acceptance of the organization: This is achieved through the organization gaining the trust and acceptance of the society, which will contribute to building positive reputation in the minds of its customers.
- Continuity of activities: This is reached through the organization's persistence in business environments for the longest possible time in providing its environmentally friendly products, supporting its operations and business activities and increasing product life cycle stages to benefit from achieving high profitability levels.

Green Marketing Mix Elements

Kotler and Armstrong (2006) pointed out that marketing mix elements are four key elements, which are: product, price, place and promotion. With the development of the modern marketing concept, a lot of criticism of these elements has been cited as being insufficient to cover the modern marketing arena. Especially in the services sector, this requires the addition of three basic elements of the marketing mix, which are: process, people and physical evidence. However, with the rapid development of e-

marketing applications, these elements were once again found to be inadequate. Speed, space and site design were added as elements to study the e-marketing mix. Another important criticism of the marketing mix is that it represents the organization's mechanism for achieving profits without looking at the protection of customers, communities and the environment. Therefore, the necessary review of marketing mix elements needed to benefit all parties (organization, customers, society and the environment). The concept of green marketing is based on that ethical, social and environmental aspects are among the most important fundamentals that should be taken into consideration in marketing in general (Kotler & Armstrong, 2006). Thus, the concept of green marketing was studied on the basis of the inclusion of two types of elements of the marketing mix. The first type is called the external green marketing mix elements and the second type is the internal green marketing mix elements. In the following paragraphs, each of these types will be discussed. Firstly, the external green marketing mix elements consist of seven elements as follows:

1. **People:** including customers who believe in the principles of green marketing and who prefer to buy green products.
2. **Providers:** including suppliers who provide green materials to the organizations that are environmentally friendly.
3. **Pressure Groups:** including private organizations that advocate environmental issues and are encouraged to protect customers, communities and the environment.
4. **Politicians:** including government decision-makers concerning laws, regulations and policies that protect the customer and environmental community.

5. **Problems:** including the organizations' awareness of the reality of environmental issues and trying to find solutions to the problems that cause pollution to the environment.
 6. **Prediction:** including environmental issues and contingency plans that help protect the environment.
 7. **Partners:** including linking the organization to procurement of green products from different parties.
- Secondly, the internal green marketing mix elements consist of eight elements, which are:
1. **Product:** related to the production of environmentally friendly, green products and services.
 2. **Price:** related to the pricing of products according to the purchasing capabilities of customers.
 3. **Place:** related to the timely delivery of products to customers at the right time and place.
 4. **Promotion:** related to giving correct, honest and non-deceptive information.
 5. **Provided Information:** related to environmental information which aims to keep the organization in the process of applying green trends.
 6. **Process:** related to the verification of the commitment of organizations to green productive issues and trying to reduce the loss of production.
 7. **Policies:** regarding the application of policies that encourage the production of green products that are not harmful to the environment.
 8. **People:** related to the employment of workers who are skilled and experienced in green productive organizations.

Actually, this study aims at investigating the impact of the second type of green marketing elements which are the internal green marketing mix elements on customer satisfaction in Jordan. Therefore, some previous research on these elements will be discussed in the following part of the study. Tsai (2012) noted that green products are products that are environmentally friendly and harmless to

customers and the community which they live in, where products have few negative effects and are made of materials that contribute to reduce the depletion of natural resources and raw materials. These products also contribute significantly to the re-manufacturing of waste products to produce new products, which helps in discovering new opportunities for investment and profit in the future (Finisterra & Raposo, 2010). Despite these recent production trends, the concept of green products is still weak (Christopoulos, Horvath & Kull, 2012). The reason is that green products so far cannot satisfy customer expectations and reinforce their purchases because of the gap between customers' expectations and their perceptions of green products (Dagher & Itani, 2015). According to the Michael Peters Group, the researchers pointed out that there are four dimensions in which organizations can define the green product: (1) content, (2) structure and packaging, (3) message and (4) positioning (Matthews, 1990). For example, the packaging element plays a major role, not only in the information provided, but also in product protection and the possibility of recycling it for new use in consumer activities, which encouraged organizations to package products with green packages made of recyclable materials. This is also important at the same time to customers who are able to use this package in other consumption patterns. Diglel and Yazdanifard (2014) believe that customers always prefer green products, because they consider them healthier, organic, of higher quality and helping preserving the environment. At the same time, consumers are highly appreciative of the benefits of green products, such as their lack of preservatives, their consumption and the reduction of costs. Therefore, the present study postulates the following

positive hypothesis; H1: Green product has a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Green price is an important element that customers consider when buying green products as environmentally friendly and harmless products. Khare, Mukerjee and Goyal (2013) noted that customers are willing to pay more for the purchase of green products to maintain their health and the environment. They believe that the production of green products is more expensive than the production of traditional products and may be willing to pay for these differences when it comes to preserving their lives. On the other hand, some studies have indicated that in some cases, the price of green products is a major reason not to buy this type of product because of high cost of processing and production of green products (Abzari, Sharbiyani & Morad, 2013). But, in light of important issues, such as raising the awareness of customers, especially among the generation of youth as well as maintaining good health and fitness, many environmental concerns made them willing to pay more for green products (Anvar & Venter, 2014). Choosing the right location at the right time for green products is one of the most important factors for success and proliferation of such products (Kontic & Biljeskovic, 2010). Therefore, the present study postulates the following positive hypothesis; H2: Green price has a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Customers want easy access to these products without difficulties, such as needing to travel long distances, paying extra costs for transportation and making great efforts to obtain them. Green organizations should provide these products in places where customers can easily access them. This will help and encourage customers purchase green products (Gittell, Magnusson & Miranda, 2015). From green perspective, green distribution aims at reducing the use of transportation, which needs more energy sources such as petroleum derivatives and causes carbon emissions

in the air. Therefore, governments around the world should encourage green organizations to produce green products domestically to dispense their imports and exports from far away (Halligan, 2014). Therefore, the present study postulates the following positive hypothesis; H3: Green place has a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Promotion is one of the most effective elements that contribute to the success of green products by transferring important and necessary information to customers, conveying some of the true environmental features of the product, production processes or institutional focus (Davari & Strutton, 2014). However, customers view this information as a key factor in believing in green products. From a marketing point of view, organizations have faced many problems when they needed to introduce green products to customers, because many traditional marketing terms have changed to fit the green marketing concept, especially when these terms reflect the environmental concerns, recycling process or physical characteristics of production processes (Hemantha, 2012; Dagher & Itani, 2014). Therefore, organizations tried to overcome this problem with the consensus on some educational, health and environmental terminologies that aimed at defining the green products for customers. Customers still recognize the difference between regular products and green products when they are mixed with other products, especially if the product package lacks information or there are no salesmen to inform customers about green products. So, many organizations have tried to set up independent stores to sell green products, which requires additional marketing and promotion campaigns aimed at raising awareness and persuading customers to buy such

harmless and environmentally friendly products (Davari & Strutton, 2014). Therefore, the present study postulates the following positive hypothesis; H4: Green promotion has a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Many green organizations have tried to use numerous innovative promotional tactics to attract customers' attention towards green products. The package was the most common and effective factor of promoting these products through providing a different, innovative and distinctive product, by containing, identifying, protecting and displaying information about green products, in addition to using effective ways to attract customers from the environmental point of view and the need to maintain them. Emotional ads have a significant impact on customers' behaviors and encourage them to buy green products, practicing green marketing by green customers (Bhatia & Jain, 2013). Therefore, the present study postulates the following positive hypothesis; H5: Green provided information has a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

There is no doubt that organizations follow the government's laws and regulations in their countries, in response to rapid environmental developments, increasing population numbers and the emergence of modern environmental and social concepts (Dagher & Itani, 2014). Governments have endorsed laws, regulations and policies that require organizations to take into account customers, communities and the environment by holding to green production processes and producing environmentally friendly products. These laws refer to the nature of practices that guide organizations, managers and employees at all functional levels to follow those policies to protect the environment in order to make the world socially responsible (Halligan, 2014). In addition, governments use the imposition of sanctions and fines that would deter all organizations from violations that do not meet the

conditions of preserving the environment, society and customers. Previous studies indicated that green organizations are practicing many activities that aim at encouraging their employees to adopt the concepts of social responsibility and green marketing (Hemantha, 2012; Dagher & Itani, 2014). Therefore, the present study postulates the following positive hypotheses; H6 and H7. H6: Green process has a positive and significant effect on Mu'tah University students' satisfaction in Jordan. H7: Green policies have a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Green organizations also promoted green behavior by their employees through various management initiatives of training, awareness programs and performance appraisal systems to participate in behaviors of environmental protection and social commitment (Boztepe, 2012). Therefore, international environmental organizations have assigned functional sites to follow up the organization's environmental activities and orientations, which encouraged all workers to acquire the culture of green marketing in organizations. Therefore, the organizations' employees are considered the mirror that directly reflects the needs of customers and the issues related to the environment directly. They should practice those behaviors that show the extent of the organization's interest in green marketing concepts (Abzari et al., 2013). Therefore, the present study postulates the following positive hypothesis; H8: Green people have a positive and significant effect on Mu'tah University students' satisfaction in Jordan.

Al-Majali (2015) indicated that there are several researchers who tried to define customer satisfaction. For example, Oliver (1981, 24) defined satisfaction as "a summary of psychological state resulting when the emotion surrounding disconfirmed expectations is

coupled with the consumer's prior feelings about the consumption experience". According to Kotler and Armstrong (2006), satisfaction was defined as: "a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance or outcome in relation to his or her expectations". However, Hansemark and Albinsson (2004) defined satisfaction as "an overall customer attitude towards a service provider or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire". However, all marketing concepts focused on achieving the customers' satisfaction by satisfying their needs and desires and how organizations follow all approaches targeting the customer's satisfaction toward the organizations firstly and secondly his/her satisfaction with the organization products. These concepts have evolved so that researchers talk about the ethical and social marketing concepts that revolve around the organizations achieving customer satisfaction goal, through the organizations' practices towards the

society and the environment in which customers live in order to draw a positive image in the customers' minds. Therefore, this study was conducted to investigate the effect of internal elements of the green marketing mix on customer satisfaction in Jordan.

Model of the Study and Development of Hypotheses

Based on the above dissection, this study tries to achieve the main objective which is identifying the effect of internal green marketing mix elements on Mu'tah University students' satisfaction in Jordan. The model of this study includes eight independent variables, which are the following green marketing mix elements (green product, green price, green place, green promotion, green provided information, green process, green policy and green people) and one dependent variables which is Mu'tah University students' satisfaction in Jordan as shown in figure 1. Eight proposed hypotheses are presented in Figure 1.

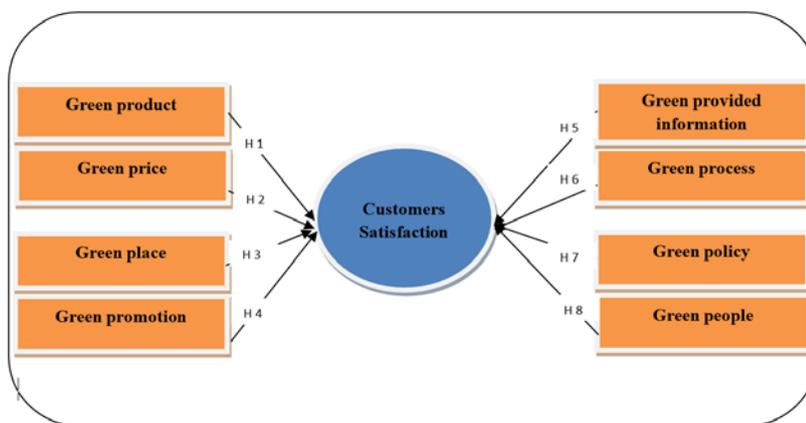


Figure 1: Proposed Model of the Study,

Methodology

Sample of the Study

The population of this study consisted of Mu'tah University students in Jordan amounting to about 13500

students. The target population consisted of the students studying at Mu'tah University in 2018. The unit of analysis was 380 respondents as determined based on Krejcie & Morgan (1970) formula/equation.

However, the researchers distributed 500 questionnaire forms, where 475 questionnaire forms were returned and found valid for analysis.

Research Instrument

The researchers developed a questionnaire to measure the variables of this study by writing 27 questions; three for each variable, directed to the study sample. To initially test the questionnaire, the researchers asked Arabic language experts to check the accuracy of the language phrases and the absence of any errors. The experts made some corrections on the statements and asked the researchers to review the questionnaire for ensuring that the meanings of the statements are not different. The researchers checked the statements and sent it again to the experts. After the approval of language experts on the quality of the questionnaire, the researchers asked three marketing academics to evaluate the questionnaire from their point of view. All the items were measured on a five-point Likert-

type scale ranging from (1) strongly agree, (2) agree, (3) undecided, (4) disagree and (5) strongly disagree.

After that, the researchers conducted a pilot test through distributing 50 questionnaire forms to a survey sample (Mu'tah University students) to test the validity and consistency of the variables. After retrieving the 50 questionnaire forms, the researchers reviewed the items manually to ensure that respondents were able to understand them clearly without any difficulties. The researchers then tested the degree of consistency of the items using SPSS, v. 20 and conducted Cronbach's alpha test (reliability). The results of the reliability test indicated that the statements measure the variables for which they were designed accurately by getting the recommended Cronbach's alpha values which were more than 0.60 (Hair, 2010). The results are shown in Table 1.

Table 1. Results of the Variables' Reliability

Variable		Reliability
Green product	Green products are healthy and harmless to me Green products are harmless to the environment and do not cause pollution Green products fit my lifestyle and I want to buy them	0.86
Green price	Green product prices are very suitable for me I find the prices of green products high, but reasonable I will pay a higher price for obtaining green products	0.72
Green place	I find green products in places suitable for me Green products are distributed harmlessly to the environment Green products help protect where I live	0.89
Green promotion	Organizations provide all information I need about green products I find that promotional campaigns for green products are different and wonderful Green promotions are designed in a way which is attractive to me	0.91

Green provided information	I know a lot of information about green products I am aware of the importance of green products in our lives It is very easy to get all the information I need about green products	0.75
Green process	Green products are made in a distinctive way The procedures of manufacturing green products are innovative I am satisfied with the standard procedures in the green products industry	0.81
Green policy	The government imposes appropriate legislations on organizations to produce green products The government constantly monitors the characteristics of green products I am satisfied with the role of the government in promoting the consumption of green products	0.76
Green people	I believe in the role of workers in the production of green products Green products are produced by skilled workers Green organizations' staffs encourage me to buy green products	0.87
Customers' satisfaction	I am satisfied with the existence of green products in my life I am satisfied with the level at which green products preserve the environment I find the idea that organizations produce green products very satisfying to me	0.84

The final questionnaire was divided into three parts. Part one contained a covering letter explaining the title of the study and the researchers' contact information. Part two contained five questions about the respondents' demographic profile, including gender and monthly income as well as one question related to whether they bought kinds of green products or not, asking them to put a tick next to these products. The products were: 1- Green colored products. 2- Natural/organic products. 3- Recycled/recyclable products. 4- Bio-degradable products. 5- Vegetarian products. 6- Fresh products. 7- Herbal products. 8- Healthy products. 9- Products related to Islam. 10- Energy-saving products. 11- Others. Part three contained variables with items to measure the effects of

internal green marketing mix elements on customers' satisfaction (Mu'tah University students). The researchers, as mentioned above, distributed 500 questionnaire forms randomly to the students. However, some University students help in questionnaire distribution, which started on the 1st of April 2018 and continued until the 16th of April. All questionnaire forms were returned except (7) ones. So, four hundred and ninety-three (493) questionnaire forms were returned. By observation, the researchers found that there were (18) questionnaire forms were unfinished, hence they were ignored. Four hundred and seventy-five (475) questionnaires were valid for analysis in the next step. Consequently, 95% was the

overall response rate. Finally, SPSS software (version 18) was utilized to carry out some statistical tests, such as frequency descriptive analysis, reliability test, validity check and correlation test. Also, Structural Equation Modelling (SEM) program AMOS 12.0 software was used to generalize the revised model and carry out hypothesis testing.

Study Results

As shown from the results of this study, 61% of the respondents were males and 39% were females. Moreover, the results showed that most of the respondents (84%) have an income between 100KD and 150 JD per month. Regarding the answers of buying green product kinds, the results showed that numbers of answers were as follows: Green colored products (6). 2- Natural / organic products (332). 3- Recycled / recyclable products (297). 4- Bio-degradable products (114). 5- Vegetarian products (468). 6- Fresh products (466). 7- Herbal products (455). 8- Healthy products (437). 9- Products related to Islam (301). 10- Energy-saving products (95). 11- Others (21).

Composite Reliability Testing

Two types of reliability test were conducted: Cronbach's Alpha (CA) and Composite Reliability (CR). Cronbach's Alpha was obtained by using SPSS, v. 20 software and Composite Reliability was obtained by using AMOS, v.18. Reliability was estimated above 0.60, being acceptable for the purpose of this research (Bagozzi & Yi, 1989) In addition, a composite reliability index that exceeds 0.70 indicates satisfactory internal consistency (Hair et al., 2010). However, Composite Reliability (CR) is calculated by using the following equation:

$$CR = \frac{(\sum \text{standardized loading})^2}{(\sum \text{standardized loading})^2 + \sum \epsilon_j}$$

(Source: Hair et al., 1998, 624).

The results in Table 2 show that Cronbach's Alpha values ranged from 0.77 to 0.91, whereas composite reliability values ranged from 0.85 to 0.95, meaning that the reliability values for all variables were higher than the recommended value.

Table 2. Reliability and Composite Reliability Results

Variable	Reliability (CA)	(CR)
Green product	0.84	0.90
Green price	0.88	0.94
Green place	0.78	0.86
Green promotion	0.91	0.95
Green provided information	0.77	0.83
Green process	0.83	0.89
Green policy	0.86	0.93
Green people	0.79	0.85
Customers' satisfaction	0.81	0.89

Validity Test

Two types of construct validity test were conducted in this study: convergent validity test and discriminant validity test. The next paragraph will explain each of both types.

Confirmatory Factor Analysis (CFA) Results (Convergent Validity)

Test of confirmatory factor analysis was used to check

all constructs' items' factor; loadings. According to Hair et al. (2010). The "cut-off" point chosen for significant factor loading is 0.30; the minimum level required. The results shown in Table (3) indicate that the factor loadings for all observed variables' items are of accepted values, ranging from 0.30 to 0.93. This indicates that all the constructs conform to the convergent construct validity test.

Table 3. Confirmatory Factor Analysis (CFA) Results of all Constructs

Construct	Item	CFA
Green product	Green products are healthy and harmless to me	0.88
	Green products are harmless to the environment and do not cause pollution	0.85
	Green products fit my lifestyle and I want to buy them	0.91
Green price	Green product prices are very suitable for me	0.65
	I find the prices of green products high, but reasonable	0.59
	I will pay a higher price for obtaining green products	0.66
Green place	I find green products in places suitable for me	0.74
	Green products are distributed harmlessly to the environment	0.77
	Green products help protect where I live	0.48
Green promotion	Organizations provide all information I need about green products	0.74
	I find that promotional campaigns for green products are different and wonderful	0.71
	Green promotions are designed in a way which is attractive me	0.69
Green provided information	I know a lot of information about green products	0.39
	I am aware of the importance of green products in our lives	0.47
	It is very easy to get all the information I need about green products	0.47
Green process	Green products are made in a distinctive way	0.31
	The procedures of manufacturing green products are innovative	0.40
	I am satisfied with the standard procedures in the green product industry	0.33
Green policy	The government imposes appropriate legislations on organizations to produce green products	0.34
	The government constantly monitors the characteristics of green products	0.33
	I am satisfied with the role of the government in promoting the consumption of green products	0.30
Green people	I believe in the role of workers in the production of green products	0.46
	Green products are produced by skilled workers	0.39
	Green organizations' staffs encourage me to buy green products	0.57
Customers satisfaction	I am satisfied with the existence of green products in my life	0.88
	I am satisfied with the level at which green products preserve on the environment	0.93
	I find the idea that organizations produce green products very satisfying to me	0.92

Discriminant Validity

According to Hair et al. (2010), discriminant validity

can be calculated by using the Average Variance Extracted (AVE). AVE values must be higher than

0.50 for each construct and must exceed the squared correlation between the construct and any other constructs (Fronell & Larcker, 1981). Kearns and Lederer (2003) suggested that the Variance Extracted (VE) is calculated by using the following formula:

$$\text{Variance Extracted} = \frac{\sum(\text{standardizedSMC})^2}{\sum(\text{standardizedSMC})^2 + \sum\epsilon_j}$$

Table 4. Variance Extracted for Latent Variables

Variable	Variance Extracted
Green product	0.79
Green price	0.92
Green place	0.82
Green promotion	0.84
Green provided information	0.91
Green process	0.88
Green policy	0.77
Green people	0.85

The results of the Variance Extracted (VE) test for all the constructs are above the recommended value of 0.50 as shown in Table 4.

Goodness of Fit for the Revised Model

Maximum Likelihood (ML) estimation should be applied to evaluate structure coefficients between the variables (Hair et al., 2010). In this study, the indices of

goodness of fit of the revised model showed that all the results were accepted compared with the recommended values (Bagozzi & Yi, 1988; Hair et al., 2010).

Table 5. Goodness of Fit Indices for the Revised Model

Measures	Fit Indices	Recommended Values
Absolute Fit Level		
RMSEA	0.033	Less than 0.08
GFI	0.982	0.90 and above
Incremental Fit Level		
AGFI	0.983	0.90 and above
CFI	0.991	0.90 and above
TLI	0.976	0.90 and above
NFI	0.976	0.90 and above
Parsimonious Fit Level		
CMIN/DF	1.011	Less than 2.0
SMC (R ²) Customers satisfaction	0.517	The bigger the better

Results of Testing the Hypotheses

The results of testing the current study's hypotheses were based on the revised model, which achieved acceptable model fit index values. In this study, the revised model includes eight direct paths between exogenous and endogenous latent variables as shown in Table 6. Customer satisfaction appeared as CS, while provided information appeared as PI.

Table 6. Results of Hypothesis Testing

H	Exog.	⇒	Endo	Std. Estimates	C.R.	p	Status	Evidence
H1	product	⇒	CS	0.826	11.637	***	Sig.	Supported
H2	price	⇒	CS	0.470	3.871	0.003	Sig.	Supported
H3	place	⇒	CS	0.600	5.935	***	Sig.	Supported
H4	promotion	⇒	CS	0.573	4.548	***	Sig.	Supported
H5	PI	⇒	CS	0.412	3.792	0.011	Sig.	Supported
H6	process	⇒	CS	0.253	3.381	0.026	Sig.	Supported
H7	policy	⇒	CS	0.102	1.176	0.074	Insig.	Unsupported
H8	people	⇒	CS	0.205	2.899	0	Sig.	Supported

The results in Table 6 showed that the first hypothesis stating that green product has a positive and significant effect on Mu'tah University students' satisfaction is supported ($\beta=0.826^{***}$; C.R.=11.637; $p = ***$). The Second hypothesis which is: green price has a positive and significant effect on Mu'tah University students' satisfaction was also found to be supported ($\beta=0.470$; C.R.=3.871; $p=0.003$). The results showed that hypothesis three: green place has a positive and significant effect on Mu'tah University students' satisfaction is supported ($\beta=0.600$; C.R.=5.935; $p=***$). The fourth hypothesis: green promotion has a positive and significant effect on Mu'tah University students' satisfaction is supported ($\beta=0.573$; C.R.=4.548; $p= ***$). The fifth hypothesis was found to be supported, stating that green provided information has a positive and significant effect on Mu'tah University students' satisfaction ($\beta=0.412$; C.R.=3.792; $p=0.011$). The sixth hypothesis: green process has a positive and significant effect on Mu'tah University students' satisfaction is supported ($\beta=0.253$; C.R.=3.381; $p=0.026$). The seventh hypothesis is unsupported, stating that green politic has a positive and significant effect on Mu'tah University students' satisfaction ($\beta=0.102^{**}$; C.R.=1.176; $p=0.074$). The last hypothesis was found to be supported: green people have a positive and significant effect on Mu'tah University students' satisfaction

($\beta = 0.205$; C.R.= 2.899; $p = 0.031$).

Discussion of Results

Discussing the study results will be based on its objective of investigating the effects of internal green marketing mix elements on Mu'tah University students' satisfaction in Jordan. The results showed that all the direct hypotheses were accepted and supported except for one that is related to the effect of policy on customers' satisfaction. The next paragraphs will discuss these results and try to justify them. The first sub-objective is to identify the effect of green product on Mu'tah University students' satisfaction in Jordan. Green product is a product that uses environmentally friendly materials, which can be self-degradable, with the need of follow-up during the stages of life cycle to ensure environmental commitment. This includes non-use of harmful preservatives, use of minimal energy, minimal use of raw materials, non-use of toxic substances, use of recyclable packaging and use after completion of packaging. The results of this study indicates that the presence of green products in the customers' life affects their satisfaction positively and significantly. Customers are very keen to deal with green

products that maintain their health and preserve their environment. They realize that green products play an important role in their satisfaction by promoting environmentally friendly products. The second sub-objective is related to identify the effect of green price on Mu'tah University students' satisfaction in Jordan. However, green pricing can be seen as price-fixing in light of the organization's policy regarding environmental considerations, whether imposed by environmental regulations or as initiatives. Green pricing is a process of imposing a price premium on green products, taking environmental demands for extraction into account. The results of the study indicate that customers realize that prices of green products are usually suitable for their purchasing power. Also, they know that the nature of the raw materials for manufacturing these products is different from that of materials used in traditional products. Thus, they are willing to pay a higher price for green products that maintain their health. However, green price has a positive and significant effect on their satisfaction with green products.

Sub-objective three is related to identifying the effect of green place on Mu'tah University students' satisfaction. The concept of distribution requires the function of transport and transport contributes significantly to energy consumption, which leads to the creation of environmental problems and causes environmental degradation. The term green distribution helps ensure that the environment is protected against pollution from all sources, including transportation and consumption on which traditional distribution depends. Green distribution can be defined as an environmentally sensitive distribution of products to transfer them from organizations to customers. Environmental considerations in distribution include reducing energy consumption and carbon emissions. The results of this study confirms that customers' (Mu'tah University students') satisfaction is positively and significantly affected when the organization follows the green distribution process, because they are very concerned about not harming the environment through the consumption of energy sources or

the damage resulting from the waste of distribution channels. The fourth sub-objective is related to identifying the effect of green promotion on Mu'tah University students' satisfaction. Green promotion is a way for a green organization to communicate its environmental philosophy through its marketing messages to its target audience. Green promotion is focused on promoting environmentally friendly consumption values and culture, moving away from rapid consumerism and promoting environmentally friendly consumer behavior by convincing customers to purchase and use green products and to coordinate with official regulators such as government and non-governmental organizations or consumer protection and environmental protection associations. In addition, organizations have to be committed to promote green promotional principles, such as clarity of the idea of advertising, openness, integrity and credibility. The results of this study indicate the importance of green promotion in achieving customer satisfaction in Jordan. Customers (Mu'tah University students) are very interested in the credibility of the message sent by the organization to them about green products with absolute belief that the organization should not mislead or deceive customers to achieve their own benefits.

The fifth sub-objective is related to identifying the effect of green provided information on Mu'tah University students' satisfaction in Jordan. The results of this study showed that green organizations should provide all the necessary information to customers, try to answer their questions and provide them with a brief about green organizations and the definition of their fields and expertise in order to understand the nature of the organizations' work, products, duration of supply, warranty period, prices, catalogues and other necessary information, in addition to discussing with customers their wishes and needs of green

products and understanding their requirements clearly and accurately. This leads to the improvement of the current products or the installation of new products. The organization that produces green products should provide technical explanations to customers about the products, their quality, their advantages and what distinguishes the company's products from those of other competitors and clarify the differences between them. The sixth sub-objective is related to identifying the effect of green processes on Mu'tah University students' satisfaction.

The focus on the production of secure and environment-friendly goods drives an organization to increase the efficiency of its production processes, so as to reduce the levels of damage and environmental pollution, as well as to avoid legal pursuits leading to the payment of compensations to those affected and raise the level of environment and consumer protection. Therefore, green processes must operate production systems by the best internal practices and procedures, such as: waste insulation, material leakage, production scheduling and good hygiene. The results of this study confirmed the importance of green processes used in organizations to produce green products on customers' (Mu'tah University students') satisfaction. Following correct production processes from the moment raw materials are used encourages customer consumption of these products.

The seventh sub-objective is related to identifying the effect of green policies on Mu'tah University students' satisfaction. There are some procedures followed by the Jordanian government to encourage organizations to produce and customer to purchase green products, the latest of which was the reduction of custom taxes on electric cars and the establishment of the infrastructure necessary to purchase green products. The results of this study indicate that customers in Jordan do not find that the Jordanian government plays an important role in encouraging organizations to switch to green production. Also, it does

not play the active positive role required to encourage green products, which may justify the government's lack of control over the prices of green products in Jordan. The last sub-objective is related to identifying the effect of green people on Mu'tah University students' satisfaction. The results of this study indicate that employees play a very important role in green marketing processes through their performance and career achievements. This role includes the size and quality of performance, the achievement of objectives that exceed the career requirements and the completion of difficult tasks that require time, effort and diligent work. Employees should provide ideas, proposals, studies, initiatives and innovative ways to produce green products that contribute to improving performance and productivity or simplifying procedures and services offered to customers. The results of this study show that employees have creativity, initiative, level of excellence and uniqueness in ideas, suggestions and achievements through the interaction with clients outside and inside the organization and the extent of positivity in dealing with them as well as the focus on functional and behavioral commitment through their commitment to their institutional systems.

Recommendations

The present study discussed the effects of internal green marketing mix elements on the satisfaction of customers (Mu'tah University students) in Jordan. This study highlighted the internal elements and excluded the external ones. Therefore, future studies should discuss the importance of external elements that contain (people, providers, politicians, problems, prediction and partners) in achieving different marketing objectives, such as profitability and sales, building relationships with customers and achieving

high levels of satisfaction and loyalty. Future studies can investigate the reality of green companies that adopt the concept of green marketing in the Jordanian environment, focusing on understanding the factors that affect the application of these modern marketing concepts. At the level of practitioners and decision-makers, they must realize the importance of modern social concepts, such as social responsibility and green marketing. These concepts are considered the main reasons for excellence and gaining competitive advantage by productive organizations, where the adoption of these concepts should become a general philosophy and culture of green organizations.

Theoretical Contribution

The significance of this study comes from adding up new literature related to internal green marketing mix elements and their effects on Jordanian customers' satisfaction. Based on the researchers' knowledge, there are a few single comprehensive models based on the influences of internal green marketing mix elements on customers' satisfaction. Our model includes seven endogenous constructs: green product, green price, green place, green promotion, green provided information, green process, green people and green policy, as well as one exogenous construct which is customers' satisfaction in Jordan in particular. Most of the previous studies presented the discussions in a fragmented way. Therefore, this study examined all the internal marketing mix elements in one model. Furthermore, most green marketing studies were conducted in developed countries, while only a few have been conducted in developing countries, especially in Jordan. This study embarks to apply DTPB in Jordan as well as in Arab countries under an IBSA setting.

Study Limitations

The first limitation was the study sample size in the

current study, in which the sample quite small. Also, this study tested only the students of Mutah university in Al-Karak city, which reflects that the results of this study don't replicate students' satisfaction in other areas in Jordan or the satisfaction of other customers' categories, such as family, employees in different sectors, ...etc. Another limitation in this study was focusing on studying the influences of internal green marketing mix elements and ignoring the external ones. Therefore, further research could be related to a bigger sample or different sample categories in other contexts and could try to investigate different factors that influence customer satisfaction in green marketing fields.

Conclusions

This paper aimed at investigating the effects of internal marketing mix elements on Mu'tah University students' satisfaction in Jordan. This study developed a research instrument to collect the primary data for measuring the study constructs. Five hundred questionnaire forms were distributed to the unit of analysis and four hundred and seventy-five (475) questionnaire forms were valid for analysis in the next steps. Some analysis tests, such as data screening, data descriptive analysis, reliability check and hypothesis testing, were conducted using SPSS, v. 20 and AMOS, v. 16. Results of this study indicated that there are seven hypotheses which were supported related to green product, green price, green place, green promotion, green provided information, green process and green people. But, green policies are not supported. Finally, some recommendations were presented in this study targeting academics and decision makers in Jordan.

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