



***MODERATING ROLE OF QUALITY GOVERNANCE BETWEEN GREEN
MARKETING STRATEGIES AND ORGANIZATIONAL PERFORMANCE
IN MALAYSIA***

ZUHAIRAH HASAN

GSM 2019 25



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By

ZUHAIRAH HASAN

**Thesis submitted to the Graduate School of Management, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

March 2019

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment
of the requirement for the degree of Doctor of Philosophy

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March 2019

Chairman : Associate Professor Noor Azman Ali, PhD
Faculty : Graduate School of Management, UPM

The main purpose of this study is to investigate the impact of green marketing strategies on organizational performance. This research empirically examines the green marketing strategies practices by the ISO 14001 Environmental Management System certified firms in Malaysia. This research addresses the issue on green marketing and attempt to provide an insight into the green marketing strategies practices by the ISO 14001 Environmental Management System certified firms in Malaysia. In ensuring the success of the green initiatives for better performance, this study will include the role of quality governance as a moderating factor between the green marketing strategies and organizational performance. Moreover, there has been limited literature on green marketing strategies which consists of green product, green price, green promotion, green distribution, strategic competency (top management and mission and vision) and marketing resources (physical resources and financial resources) as a success factor thus far. The relevant theories to show how they support the expected relationships between green marketing strategies, quality governance and organizational performance are Resource-Based View theory and Stakeholder theory. This study is using ISO 14001 EMS certified firms as survey sample and questionnaires as the main research instrument. A total of 150 responses were collected using simple random sampling technique. This study will employ partial least square-structural equation modelling (PLS-SEM) as the main statistical technique. The analysis assessment of the measurement model was performed to examine the correlation between construct and items. Next, the study assesses the structural model, which resulted that five out of eight hypotheses were supported. The results of testing the hypotheses that predicted; green product, green pricing, top management, mission and vision and financial resources significantly positively affects organizational performance. However, predictors such as green promotion, green distribution and physical resources is found to be not significantly related. The research also led to the importance of governance on the green marketing strategies

implementation. The analysis on the moderating effect of quality governance on the relationship between the independent variables (green marketing strategies) and organizational performance indicated that, quality governance does not moderate the relationship between (green product, green pricing, green promotion, vision and mission, top management and physical resources) and organizational performance. Results show that quality governance weaken the relationship between (green distribution and financial resources) and organizational performance. The study is expected to bring in new findings as the past literature does not provide any sufficient evidence for the proposed model. Management implications to re-orient their marketing strategies are discussed. Recommendations and implications for further research are mentioned detail.

Keywords: Green Marketing Strategies, Quality Governance, Organizational Performance, ISO 14001 EMS

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PERANAN TADBIR URUS SEBAGAI MODERATOR DI ANTARA
STRATEGI PEMASARAN HIJAU DAN PRESTASI ORGANISASI DI
MALAYSIA**

Oleh

ZUHAIRAH HASAN

Mac 2019

Pengerusi : Profesor Madya Noor Azman Ali, PhD
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Kajian ini adalah bertujuan untuk menyiasat kesan strategi pemasaran hijau ke atas prestasi organisasi yang telah diiktiraf ISO 14001 EMS (Sistem Pengurusan Persekitaran) di Malaysia. Matlamat utama kajian ini adalah untuk mengenalpasti kesan strategi pemasaran hijau terhadap prestasi organisasi. Untuk memastikan organisasi mencapai prestasi yang lebih baik melalui inisiatif hijau ini, kajian ini akan mengambilkira potensi tadbir urus kualiti sebagai faktor moderator di antara strategi pemasaran hijau dan prestasi organisasi. Tambahan pula, perbincangan dari kajian lepas terhadap bidang kajian ini adalah amat terhad terutama yang berkaitan strategi pemasaran hijau dengan menggabungkan faktor produk hijau, harga hijau, pengedaran hijau, promosi hijau, kompetensi strategik (pengurusan atasan, visi dan misi) dan juga sumber pemasaran (sumber fizikal, sumber kewangan) sebagai faktor yang menyumbang kepada kejayaan organisasi. Teori yang berkaitan untuk menyokong hubungan di antara strategi pemasaran hijau dan peranan tadbir urus kualiti terhadap prestasi organisasi adalah “Resource-Based View theory” dan “Stakeholder theory”. Kajian ini menggunakan borang kaji selidik sebagai instrument mendapatkan data daripada responden yang terdiri daripada organisasi yang telah diiktiraf sijil ISO 14001 EMS di Malaysia. Sebanyak 150 organisasi telah menghantar maklumbalas menggunakan teknik pensampelan rawak. Seterusnya, kajian ini telah menggunakan “partial least square-structural equation modelling” (PLS-SEM) sebagai teknik statistik. Penilaian analisa telah dilakukan terhadap model pengukuran untuk mengenalpasti hubungan antara konstruk dan item-item. Kemudian, kajian ini menilai model struktur yang telah menghasilkan dapatan dimana lima daripada lapan hipotesis adalah disokong. Hasil dapatan mendapati produk hijau, harga hijau, pengurusan atasan, visi dan misi, dan juga sumber kewangan telah secara signifikan dan positif boleh mempengaruhi prestasi sesebuah organisasi. Walaubagaimanapun, faktor-faktor lain seperti promosi hijau, pengedaran hijau, sumber fizikal telah didapati tidak mempunyai hubungan yang signifikan. Hasil dapatan dari kajian ini juga telah

membuktikan tentang potensi peranan tadbir urus kualiti didalam pelaksanaan inisiatif hijau. Analisis terhadap kesan tadbir urus kualiti sebagai faktor moderator dalam hubungan diantara pemboleh ubah tidak bersandar iaitu (strategi pemasaran hijau) dan prestasi organisasi telah menunjukkan peranan tadbir urus kualiti tidak memoderasikan hubungan diantara (produk hijau, harga hijau, promosi hijau, visi dan misi, pengurusan atasan dan sumber fizikal) dengan prestasi organisasi. Namun begitu, hasil dapatan telah mendapati penglibatan potensi tadbir urus kualiti menghasilkan hubungan yang lemah diantara faktor (pengedaran hijau dan sumber kewangan) dan prestasi organisasi. Selepas perbincangan berkaitan hasil dapatan, kajian ini dijangkakan akan menyumbang kepada dapatan baru memandangkan tiada lagi kajian berkaitan penglibatan potensi tadbir urus kualiti dilakukan terhadap strategi pengurusan hijau dan prestasi organisasi setakat ini, Implikasi terhadap pihak pengurusan dan cadangan untuk kajian lanjutan ini juga ada dibincangkan di akhir kajian ini.

Kata kunci: Strategi Pemasaran Hijau, Tadbir Urus Kualiti, Prestasi Organisasi, ISO 14001 Sistem Pengurusan Persekitaran

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I certify that a Thesis Examination Committee has met on 15th March 2019 to conduct the final examination of Zuhairah Binti Hasan on her thesis entitled “Moderating Role of Quality Governance Between Green Marketing Strategies and Organizational Performance in Malaysia” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy in Management.

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LIST OF ABBREVIATIONS

CFA	Confirmatory factor analysis
EMS	Environmental Management System
EMR	Environmental management representative
FMM	Federation of Malaysian Manufacturers
ISO	International Standards Organization
RBV	Resource-based view
SIRIM	Standards and Industrial Research Institute of Malaysia
SEM	Structural equation modelling
UKAS	United Kingdom Accreditation Service

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents the background of this study, the purpose of this study, the problem statement, the research questions and objectives, and sets out the justifications for this study. This research is conducted to investigate the impact of green marketing strategies towards organizational performance among ISO 14001 certified firms in Malaysia. This research also intends to examine the potential role of quality governance in ensuring the successful implementation of green initiatives. Finally, the organization of the whole thesis is presented at the end of this chapter.

1.2 Background of the Study

The general objective of this study is to investigate the impacts of green marketing strategies on organizational performance by Malaysian ISO 14001 EMS certified firms. This research also attempts to provide an insight into the green marketing strategy practices by ISO 14001 Environmental Management System certified firms in Malaysia. Previous research points at the importance of green marketing are expanding and many companies are embracing new strategies (Dean & Pacheco, 2014). The growing demand for green consumption drives firms to develop green marketing strategies to show consumers their good corporate image and social responsibility (Zhang, Li, Cao, & Huang, 2018). In this line, Psomas, Fotopoulos, & Kafetzopoulos (2011) stated that the firms can enhance their performance and business efficiency by implementing the ISO 14001 EMS. Due to the challenges of global environmental issues, consumers become a concern for environmental protection; hence the industries responses and emerged as a green business by practicing green philosophies. The public's environmental consciousness has increased (Al-Ghwayeen & Abdallah, 2018). Companies are designing and coming up with more and more eco-friendly products to capitalize on this trend of green consumerism (Chaudhary, 2018). Thus, this study will measure the organizational performance based on the economic, marketing and environmental performance.

Building on prior studies, thus the proposed model is believed to be the first to incorporate strategic competency (consist of top management and vision and mission) and marketing resources (physical resources and financial resources) as important drivers in the implementation of green marketing strategies.

The involvement of stakeholder plays a significant role in influencing organizations and markets. As supported by (Rivera-Camino, 2007), based on the Stakeholder theory, a stakeholder may possess the power to impose its will in the organization. Top management commitment and vision and mission of an organisation are two

generic competencies used in the current study. Fotopoulos & Psomas (2010) proved that companies' top management is the driver of the quality management system. Thus, identification of strategic competencies will link up to the performance. Richard and Thompson (2005) believe the strategist should view their organization as portfolios of strategic competencies which need to be continually reviewed to enhance the organization's position.

This study also includes the firms' resources as part of green marketing strategies. This study posits that firms' resources (physical and resources) as important factors in adopting green initiatives. Resources based-view by (Hart, 1995) emphasizes the firms' resources will result in a more efficient process and/or product or services and improve organizational performance. The Resources based-view theory has a broad selection of strategically relevant resources that can affect the success of a firm. This theory defines a firm as a broad collection of resources possessing a heterogeneous resource. Firms with sufficient resources can easily establish dynamic capabilities for responding to changes (Eisenhardt & Martin, 2000). Therefore, this theory best fit the current study. Thus, the consolidation of marketing and strategic management area is expected to influence the performance outcome.

The new notion of quality governance is introduced in this chapter as a main contribution of this study. Quality governance is referred as monitoring or controlling of quality management practice. The quality governance is important for the purpose to ensure the success of the implementation of green initiatives in the organization. The need to study the quality governance aspects is to highlight the importance of this role in ensuring the success of green initiatives for better performance. The higher rate of success will encourage other businesses to adopt the most effective way to gain the benefits. Routine monitoring of the progress and performance of green initiatives will contribute to the effectiveness of green marketing strategy. Hence, a study to test the intervening factor of quality governance by focusing on green marketing strategy implemented by ISO 14001 EMS Malaysian certified firms is deemed necessary. This was the motivation behind the present study.

In addition, recent developments in green industries particularly in Malaysia, have heightened the need for effective green marketing strategy. To justify the choice of factors in the study, the ISO 14001 standard is referred to as a guideline. Based on the published standard in ISO 14001, it is clearly stated that ISO 14001 addresses not only the environmental aspects of an organization's processes but also those of its products and services. Therefore, the traditional marketing mix is applied as a green marketing strategy that consists of four P's which comprises of product, price, place and promotion. In the context of green marketing and this study, green marketing mix is referred to as a green product, green pricing, green promotion and green distribution. The current study includes the strategic competency (consists of top management and vision and mission) and marketing resources (consists of physical resources and financial resources) as part of the green marketing strategies.

Therefore, this study focusses on the relationship between green marketing strategies, quality governance and organizational performance of ISO 14001 EMS certified firms in Malaysia. There has been limited literature on green marketing strategy as a success factor thus far and study on the quality governance never been performed in the green context. Therefore, to fill the gap in the literature, this research is designed to analyze the potential role of quality governance on green marketing strategy implemented by ISO 14001 EMS Malaysian certified firms and organizational performance.

Green marketing refers to the processes and activities undertaken by firms that are concerned about the environmental problems through lessening the impact on the environment during the process of planning of products or services, price, place, promotion (Soonthonmai, 2007; Chamorro & Bañegil, 2006). A green product is defined as are the ones at incorporate recycled content, energy resourceful and green innovation (Pillai & Patil, 2012; Chen, Lai, & Wen, 2006; Kianpour & Jusoh, 2014). Green pricing programs concerns on pricing practices that includes both economic and environmental costs of production and marketing, while providing value to the customers (Martin & Schouten, 2012). Green promotion includes green advertising and eco-labelling and communications designed to informs stakeholders about the firms' efforts commitment towards environmental (Peattie & Martin Belz, 2010). Green distribution involves efficient logistics and the entire supply chain to reduce its impact on the environment. Juwaheer, Pudaruth, & Noyaux (2012) recommended that effective green marketing strategies should capitalize on green branding, packaging, labelling and advertising to create an upsurge on demands. A study by Leonidou et al., (2013) revealed that greening marketing programs can have been a beneficial effect on their firm's future performance.

Empirical studies on the performance measurement are mostly concerned with financial, operational and non-financial performances. To suit with the nature of green marketing strategy, the organizational performance as a dependent variable which includes environmental performance, marketing performance and economic performance. The impact on environmental improvement is increasingly important to genuinely evident the green initiatives by the firms. It relates to the ability manufacturing plant to reduce air emission, disposable waste and the ability to decrease consumption of hazardous and toxic materials (Zhu, Sarkis, & Lai, 2008a). Economic performance relates to the manufacturing plants ability to reduce costs associated with purchased materials, energy consumption, and financial returns (Zhu et al., 2008a). While, marketing also important drivers as it measures the effectiveness of marketing functions to meets customers' requirements (Gonzales & Gonzales, 2005).

1.3 Problem Statement

This study identified a few issues which are significant to be addressed from the global view to the more specific issues. The first pertinent issue is environmental issues which have received an increasing level of attention at both local and global levels. Rising environmental issues and resource depletion is a serious problem (Zhu, Sarkis,

& Lai, 2007; Al-Ghwayeen & Abdallah, 2018). Some environmental problems such as global warming and biodiversity loss have become matters of global concern and these problems need to be addressed by improved global governance (Tisdell, 2009). Over the past few decades, rapid development in the industrial field has brought about advancements in the standards of living of people throughout the world. However, at the same time, this development has also caused environmental degradation (Zailani, Jeyaraman, Vengadasan & Premkumar, 2012).

The global issues also create a tremendous challenge to Malaysia as currently facing stressful environmental issues. Environmental issues have been frequently reported in Malaysia newspaper in recent year. The latest pollution case was reported at Pasir Gudang, Johor, whereby 1.5 km of Kim Kim River was polluted due to illegal dumping of toxic waste by irresponsible manufacturers (The Straits Times, 2019). At least 15 types of hazardous chemicals were identified in the air samples which harmful to the people. Urban air quality, river water quality, deforestation, household wastes and hazardous wastes are some of the examples of environmental issues faced by the nation.

As a result, various guidelines have been introduced by the government to protect the environment and at the same time to promote sustainable development. Various green initiatives are also currently in the pipeline, supported by the government, public and private sectors. As a developing country, the Malaysian government has demonstrated serious action and commitment to embrace the sustainability agenda. Many firms from diverse sectors have been encouraged to involve in green practice. Business firms are increasingly adopting proactive environmental management as a business strategy to address environmental challenges (Ong, Lee, Teh, & Magsi, 2019).

The second important issue is the uncertainty and slow growth of ISO 14001 EMS certified firms. From the global scenario, the total numbers of ISO 14001 certificates issued to the worldwide in 2015 are 301, 647, an increase of 6% from 2014 (The ISO 14001 EMS Survey of Management System Standard Certification 2013). However, besides the remarkable growth of management standard worldwide, up to December 2015, the total numbers of Malaysian companies certified for ISO 14001 EMS from 1999 to 2015 were only 20, 878 companies as shown in Figure 2.1 in Chapter 2, the graph depicted also revealed that the trend is quite uncertain, as in 2002, there were no companies certified in ISO 14001 EMS, followed by in 2006 a reducing number of companies of 14.55% from 2005, and a decrease of 1.45% in 2012. Interestingly, Tan (2005) supported that Malaysian firms seem to have a slow growth towards the ISO 14001 EMS adoption as only 370 companies were certified in 2003, which is 0.6% of the total certified companies in the world.

Pursuing this further, Figure 2-2 in Chapter 2 illustrated the position of Malaysia's ISO 14001 EMS certified firms among other Asian countries and other developed countries that show respectable growth. The total number of companies certified for ISO 14001 EMS in Thailand is 20, 669, Singapore with 11, 604 companies, and Indonesia is 8, 791 companies followed by Philippines with 5, 695 companies.

Nevertheless, it is more accurate to identify the position of Malaysia's firm performance among other countries by comparing the average percentage of increment, visible in Figure 2.3 in Chapter 2. The average increment indicates the growth of ISO 14001 EMS certified firms for the past of 16 years from 1999 to 2015. In 16 years of implementation of ISO 14001 EMS, Malaysia show an average of 930 firms certified for ISO 14001 EMS, while Thailand shows relatively higher average increment with 1,378 firms. Even though, Malaysia's firm show average increment higher than Singapore, Indonesia and Philippines, but the differences are slightly small. From the statistics shown, Malaysia's firm is considered slow in growth of ISO 14001 EMS certifications and it can be concluded that the trend is uncertain. Above all, the statistics imply that the adoption of ISO 14001 EMS among Malaysia's firm is relatively slow and facing a problem.

Moreover, the facts that motivates this study is concern the impact of the ISO 14001 EMS certification on organizational performance. An ISO 14001 EMS is used to address an organization's impact on the environment (Gawaikar, Bhole, & Lakhe, 2018). However, the effect of certification of ISO 14001 on firm performance has not been determined so far (Rajendran, Ganesh, & P.Padma, 2011). Paulraj & Jong (2011) also reported that the certification of ISO 14001 EMS has negative impact on the financial performance. Only a few certified companies show improvement compared to non-certified companies showing that there is no impact on financial performance. Although the standards create benefits but the relationship between these standards and financial performance are not as clear (Tarí, Molina-Azorín, & Heras, 2012). In fact, previous studies have found inconclusive, and even negative results on the relationship between the adoption of ISO 14001 and the firm's environmental performance (Ferrón Vílchez, 2017). Keeping in view all these key points, thus, the problem highlighted is identified as a serious gap that needs to fulfil and serves as a motivation to perform the study.

The third issue is the implementation of ISO 14001 EMS among Malaysian firms. As revealed by Zhu, Sarkis, & Lai (2008) Chinese manufacturers are still lacking the knowledge, experience and tools to effectively and efficiently improve their environmental performance from the adoption of green initiatives. Lack of knowledge or information on the environmental management system, unsure of the benefits they can expect to obtain are among the reasons found in the literature. These issues have also been supported by Peña, Garrido, & López (2014) reported that among the difficulties in implementing ISO 14001 EMS is, implementation and certification cost, do not know the benefit, excessive implementation time, inadequate organizational culture, and lack of commitment from the top management and employees. These challenges include increased time and costs associated with documentation, employee training, information acquisition, lack of management and employee involvement, disclosure of confidential information to third parties, and lack of expertise in administrating the system. According to the investigation by Zhu, Sarkis, & Lai (2008a) manufacturers wishing to improve their green practices need to constantly monitor their implementation. Practical challenges related to ISO 14001 certification, the lack of government regulations and monitoring, the lack of support from

management were also important and common challenges faced by most organizations (Waxin, Knuteson, & Bartholomew, 2019).

This issue postulates that governance of green initiatives is important to ensure the success of the implementation to achieve organizational objectives. Hence, the practice of green initiatives and how it is managed and monitored an organization to enhance organizational performance is questionable. Besides that, research into the impact of ISO 14001 on a company's economic and environmental performances is lacking, especially in Malaysia (Ann, Zailani, & Abd Wahid, 2006).

As the Malaysian government has demonstrated a serious commitment and supports towards environmental management, but it is not clear how successful the implementation would be. Hence, there is a need to investigate the role of quality governance to ensure the success of the implementation of ISO 14001 EMS adopted by the firms.

The final issue is green marketing issues. To relate the issue of the environment from the perspective of marketing, it initiated from the growing interest among the consumers all over the world regarding environmental protection that has changed the way the businesses operated these days. Due to the limited resources and unlimited human wants, marketers need to utilize the resources efficiently without waste as well as to achieve the organization's objective. Because of this, the relevance of green marketing is vital, which response for the growing market for sustainable and environmentally friendly products. Thus, green marketing is inevitable. As supported by Chabowski, Mena, & Gonzalez-Padron (2011), marketing play a role in creating opportunities and driving firm performance by taking up social initiatives.

Despite the potential and benefits of green product and green marketing, (Peattie & Crane, 2005; Gordon, Carrigan, & Hastings, 2011; Gleim, Smith, Andrews, & Cronin, 2013) revealed that green marketing has encountered some challenges. Misleading advertisements, false promises, unclear labels, and irregular performance has increased the confusion among consumers which cause a decreasing number of green products launched. This situation is labelled as "greenwashing". "Greenwashing" is a term describing the deceptive use of green marketing to promote a misleading perception that a company's products are eco-friendly. Pillai & Patil (2012) reported that "greenwashing" is a situation in which firms claim that a product is environmentally friendly products, but, the product does not perform as it promised. The consumer skepticism on green product claims has influenced their attitudes towards green products and creates confusion among consumers as supported by Nyilasy, Gangadharbatla, & Paladin (2013). The finding is consistent with findings of past studies by (Royne, Martinez, Oakley, & Fox, 2013) that many consumers still view green product claims with scepticism. Mei, Ling, & Piew (2012) also found some potential backslashes on green marketing practice that causes the failure of green marketing. One of the main problems is that firms using green marketing must ensure that their activities are not misleading to consumers or industry, and do not breach any of the regulations or laws dealing with environmental marketing. Green marketing

claims must; clearly state environmental benefits; explain environmental characteristics; explain how benefits are achieved; ensure comparative differences are justified; ensure negative factors are taken into consideration; and only use meaningful terms and pictures.

Juwaheer, Pudaruth, & Noyaux (2012) recommended that effective green marketing strategy should be further developed on green branding, packaging, labelling and advertising to create demand for green products. Chamorro & Bañegil (2006) stated that the objective of green marketing is to lessen the impact on the natural environment during the process of planning and implementations of products or services, price, place and promotion and Mourad & Ahmed (2012) points out that the goal for green marketing is to create profit and maintain the social responsibility. Moreover, Kumar, Rahman, Kazmi, & Goyal (2012) reported that very few studies exist which developed the link between sustainability and marketing strategy. Therefore, there is a need to design marketing strategy which can deal with problems related to achieving environmental, social and economic goals and objectives in an integrated manner.

Thus, this study exactly intends to investigate the impact of green marketing strategies consists of (green product, green pricing, green promotion, green distribution, strategic competency (top management and vision and mission) and marketing resources (physical and financial resources) on the organizational performance outcomes by Malaysian ISO 14001 EMS certified firms. This study will include quality governance as a moderating factor which is expected to enhance for better performance.

1.4 Research Objectives

The general objective of this study is to investigate the impacts of green marketing strategies on organizational performance by Malaysian ISO 14001 EMS certified firms. Specifically, the green marketing strategies consist of (green product, green pricing, green promotion, green distribution, strategic competency (top management and vision and mission) and marketing resources (physical and financial resources). In ensuring the success of green initiatives for better performance, this study includes the role of quality governance as a moderating factor between the green marketing strategies and organizational performance. Hence, this study aims to test the role of quality governance as a moderating construct between green marketing strategies and organizational performance.

1.5 Research Questions

This study is, therefore, mainly motivated by the quest to answer the question:

1. How significant is the effect green marketing strategies (green product, green price, green promotion, green distribution) on organizational performance?
2. Does top management and vision and mission influence organizational performance?
3. Does physical resources and financial resources influence organizational performance?
4. Does quality governance moderate the relationships between green marketing strategies and organizational performance?

1.6 Scope of the Study

The sample was selected from the list of firms from the Federation of Malaysian Manufacturers (FMM) Directory (2013), as this directory covers the largest number of economic organisations in Malaysia. It includes both manufacturing and service companies of different sizes. The study focuses on ISO 14001 certified manufacturing firms in Malaysia. These companies were selected because they are expected to have the highest level of green initiatives implementation.

1.7 1.7 Motivation of the Study

This study is motivated by the challenge facing by many marketers to develop and implement marketing strategies that are more “greener”. Furthermore, there is also a little research about the governance of the green initiatives, and to the best of author knowledge, only a few references in the literature systematically consolidate the green marketing and strategic management to create the synergistic effects of green marketing strategy and organizational performance. Thus, research is needed to examine the impact of green marketing strategies on organizational performance.

1.8 Significance of the Study

This study is significant for an enhancement in the knowledge as well as the practical world. Firstly, in assisting the organization to improve its performance by implementing the green initiatives, the current study proposed a theoretical framework to provides better insights to the researchers on the different views in the marketing field and strategic management which covers different streams of literature, which are green marketing literature and strategic management literature. Unlike the previous study, by consolidating the perspective of marketing and strategic management, the model is expected to create synergistic effects of green marketing strategy on organizational performance. As recommended by Akehurst, Afonso, & Goncalves (2012), green marketing also requires green management and it implies a rethinking

of all marketing strategies from a new perspective. Empirical evidence from (Lai & Cheng, 2005) reported that quality management and marketing are complementary business approaches for improved organizational performance.

Secondly, the originality of this study lies in the new aspect of quality governance as an intervening role as the study on quality governance never been performed on ISO 14001 EMS. The finding of this study is expected to add knowledge about the importance of quality governance in ensuring the success of the strategy implementation. Besides, the potential role of quality governance in relation to green marketing is hardly explored in previous research and thus, this study provides some new findings to the academicians and practitioners as well.

Next, the use of Stakeholder theory and Resource-based view theory as underpinning theory can also enrich a theory that fits best to illustrate the relationship between green marketing strategies and organizational performance. Notably, in this study, the organizational performance includes environmental performance to measure the organizational performance as the companies' environmental performance can be very important performance drivers to measure to capture important information that can be used to increase the competitive advantage. The impact on environmental improvement is increasingly important to genuinely evident the green initiatives by the firms. In the previous literature, empirical studies on the performance's measurement are mostly concerned with financial, operational and non-financial performances.

Finally, this study is expected to provide more understanding on the effectiveness of green marketing strategy and the impacts on the organizational performance. It is apparent that an enhanced knowledge will facilitate and expedite in green marketing among marketers seriously, as identifying the best green marketing strategy will enhance marketer's marketing program and refine their marketing strategy. The higher rate of the success of the adoption of the ISO 14001 EMS is targeted once the firm decided to integrate their businesses with environmental management method.

1.9 Operational Definition of Key Terms

- **Green marketing strategies**

Green marketing refers to the processes and activities undertaken by firms that are concerned about the environmental problems through lessening the impact on the environment during the process of planning and implementations of products or services, prices, place and promotion (Soonthonsmai, 2007; Chamorro & Banegil, 2006).

- **Green Product**

A green product is defined as are the ones at incorporate recycled content, energy-efficient, green innovation and safe to the environment (Pillai & Patil, 2012; Chen, Lai, & Wen, 2006; Kianpour & Jusoh, 2014).

- **Green Pricing**

Green pricing programs concerns on pricing practices that includes both economic and environmental costs of production and marketing, while providing value to the customers (Martin & Schouten, 2012)

- **Green Promotion**

Green promotion refers to communications designed to informs stakeholders about the firms' efforts commitment towards environmental preservation which includes green advertising and eco-labelling (Peattie & Martin Belz, 2010).

- **Green Distribution**

Green distribution involves efficient management logistics and the entire supply chain to reduce its impact on the environment which involve mass-transportation, containerization, unit trains and other goods-handling technologies (Pillai & Patil, 2012).

- **Top management**

Top management is the driver of the quality management system and play a leading role in management decision making and will encourage the employees to actively participate in the system (Fotopoulos & Psomas, 2010).

- **Vision and Mission**

Vision and Mission are a powerful tool for setting the strategic direction of the company (Dermol, 2012) and must be constantly revised and modified in response to changes within the organization and its environment (Yozgat & Karatas, 2011).

- **Physical Resources**

Physical resources refer to the facilities and equipment for warehousing, inventory and transportation to improve the reliability and speed of delivery (Aziz, Razak, Yaacob, & Rahim, 2015).

- **Financial Resources**

Financial resources refer to firm's financial liquidity, working capital, and borrowing power which are critical in achieving stability and success in eco-friendly marketing strategies (Bohdanowicz, 2005; Zadek, Pruzan, & Evans, 1997).

- **Quality governance**

Quality governance is defined as advocate and monitoring or controlling of quality management practice and performance of quality initiatives is significant in ensuring their success through routine monitoring of the progress and performance of quality initiatives while maintaining their implementations (Siddiquee and Mohammad, 2007).

- **Organizational Performance**

Organizational performance can be used to assess the outcome of an enterprise's strategic action (Wu & Wu, 2014) by using three dimensions of performance environmental performance, economic performance and marketing performance (Fraj, Martínez, & Matute, 2011).

- **ISO 14001 EMS Environmental Management System**

ISO 14001 EMS is defined as a management tool enabling an organization of any size or type to identify and control the environmental impact of its activities, products or services, to improve its environmental performance continually, to implement a systematic approach to setting environmental objectives and targets, to achieving these and to demonstrating that they have been achieved (www.iso.org).

- **The Resource-Based View Theory (RBV)**

Resource-based view was developed by Hart in 1995, explains the pertinence of internal factors, such as competitive advantage and financial considerations that motivate the actions of organization (Hart, 1995). This theory defines the

firm as a broad collection of resources possessing and deploying heterogeneous and immobile resources.

- **Stakeholder Theory**

A stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman, 1984, p. 46). Any person(s) or organisation(s) that could be potentially impacted by the operations of an organisation or vice versa can be labelled as a "stakeholder". A stakeholder thus may include customers, consumers, suppliers, sub-contractors, employees and environmental agencies (Sohal, 2003).

1.10 Organization of the Thesis

Chapter 1 describes the importance of marketing strategy in the green industry setting which leads to the statement of the research problem and questions about the study. Then it is followed by the research objectives and the significance of the study. Chapter 2 presents a review of the literature relevant to this research, which includes the sustainability issues, the implementation of ISO 14001 Environmental Management System (EMS), the green marketing strategies and the underpinning theory. Chapter 3 will present the theoretical framework and associated hypotheses. The remainder of the chapters (Chapter 4) will outline the research methodology which includes research context, population and the sample from which the data will be collected, and statistical analysis techniques. Chapter 5 will present the results and findings, followed by the conclusion and recommendation in Chapter 6.

1.11 Chapter Summary

In a nutshell, this chapter motivates the researcher to perform this study. To answer what is the gaps that need to be filled and what is the problems that need to be solved, thus, it translates into the research questions, and then, followed by the research objectives that this study is attempting to achieve.

The next chapter presents a review of literature relevant to this current research and highlights the research gaps. Brief information of ISO 14001 EMS and green marketing will also include in the next section. The last section of the chapter will highlight details about the underpinning theory.

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