# The Mediation Role of Marketing Orientation in Relationship between Environmental Friendliness with Customer Green Intention Buying

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***Abstract*— As green marketing becomes an essential tool for sustainable business strategy, companies are adopting green marketing practices to achieve better business performance. However, no research has yet operationalized all the organizational facets that are necessary to become a green marketing oriented company. The main purpose of this study is evaluating the impact of environmental friendliness on customer green intention buying with regarding marketing orientation. 12 Hypotheses were generated based on conceptual model. The sample includes 390 customers of Kalleh Company in Iran. The research is based on structural equation modeling (SEM) based on variation (partial least square) and path analysis. The collected data were analyzed by PLS software. The result revealed that there are positive and significant relationship between variables except tactical green marketing orientation and green satisfaction which is not significant. This research's findings guide managers to develop their business and performance strategies and results and help them to improve the level of customer's behaviors.**

***KeyWords*—** *marketing orientation, Environmental, customer green intention buying, green trust, green satisfaction.*

## 1. Introduction

Consumers have increasingly adopted sustainable lifestyles and sustainable consumptions of products and services that do not harm the environment and do not compromise the future (Oslo Symposium, 1994). Thus, new classes of consumers and products have emerged: green consumers (Webster, 1975) and green products (Ottman, Stafford, & Hartman, 2006). Therefore, companies need to understand who the green consumers are and what motivates their green buying behavior (Gonçalves et al., 2015).

Green products, also known as ecologically and environmentally friendly products, include products that incorporate recyclable and recycled content, and contain less toxic chemical substances which minimize the impact on the environment (Suki, 2015). Consumers who are more concerned about the environment will prefer to use environmentally sound products and will refuse to buy those that will harm the environment as they are concerned about their health and their environment. They are concerned about how products are made, how long they last, and how they can be disposed of (Park & Ha 2012). Green buying intention and behavior, a subset of sustainable consumption, has attracted attention in recent years.

The concept of green consumerism refers to consumers who are willing to buy ecologically friendly products whose contents and methods of production have a minimal impact on the environment (Lu et al., 2015). Green consumption in the world has thus recently become a form of mainstream consumption culture, which represents an accepted way of reaching comfort and happiness, satisfying physical needs, and ultimately contributing to the construction of one's self and the communication of it to others (Irvine 2006). Therefore, examination of consumer green buying intentions and behaviors is very important in the field of marketing research. Academic researchers have explored the antecedent variables of green buying from different aspects such as age, gender, and income (Mostafa 2007), how ecological factors impact on green buying intentions (Lau, 2000) environmental knowledge (Chan and Lau 2000), environmental concern (Fujii 2006; Iversen and Rundmo 2002), and environmental attitude (Kim, 2011). Of course there are a many important variables that can influence green buying intention such as environmental friendship.

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Despite the ubiquity of green/environmental narratives in the marketing literature remarkably few empirical studies guide businesses to integrate and operationalize green marketing in everyday business practice (Papadas et al., 2017). One of the factors that can be important in this regard is the green marketing orientation. Green marketing fails to achieve its potential for improving the quality of life for consumers, nor benefits the ecosystem (Polonsky, 2011). Past reliance upon economistic logic, technological fixes, eco-innovations and environmental add-ons at the periphery of marketing strategy have not delivered transformative change for individuals and society, nor significant competitive advantage and value for business (Geels et al., 2015). Companies that implement holistic environmental strategies send a strong message to their stakeholders that they recognize the business risks and importance of today 's environmental challenges, demonstrate care for society and the ecosystem, but also understand green marketing as an internal and external opportunity (Lash & Wellington, 2011) that can achieve low costs, additional profits, competitive advantage through differentiation, and business development (Gordon, Carrigan, & Hastings, 2011).

## 2. Literature review

### 2.1 Green Buying Intention (GB)

The definition of green marketing or green consumerism is a broad and bewildering term, given the vast nature of its forms and meanings. From an academic perspective, whether the area of inquiry refers to 'green marketing', 'environmental marketing', 'ecological marketing', or 'sustainable marketing', Kotler (2000) used the term 'societal marketing concept' to cover social and ecological responsibilities. All of these concepts describe the trend toward using new manufacturing and marketing techniques to reduce harmful effects to the environment. In addition, the concept of green consumerism or sustainable consumption refers to consumers who are willing to buy ecological friendly products whose contents and methods of production have a minimal impact on the environment (Jaiswal 2012). Recycling, buying organic food, purchasing products made of recycled materials, and considering environmental factors in marketing practices (such as product and package design, green advertising, and marketing strategies) are all associated with the activities of green consumerism. Thus, green buying behaviors preserve natural resources, protect the environment, and are considered to be a type of ethical consumer behaviors (Papaoikonomou et al. 2011).

### 2.2 Environmental Friendliness (EF)

Given the environmental problems that plague the world (e.g. global warming, environmental degradation, habitat destruction, air and water pollution and resources depletion), customers are considering green options to integrate in their behavior that can do good to the planet (Hsieh, 2012; Jones *et al.*, 2014). The consequence of this attitude is that an increasing number of organizations are admitting their environmental responsibility (Chan, 2013). To respond to these environmental demands, companies should develop new corporate strategies that can guarantee fulfilment with these green alternatives, such as green marketing (Chen, 2010; Kang and Hur, 2012). According to Chan (2013), green marketing has become one of the most relevant concepts. By developing green marketing strategies, companies can develop and make possible any exchange to please environmental requirements of customers (Polonsky, 1994).

### 2.3 Green Satisfaction (GS)

Enhancing customer satisfaction is widely recognized as an important element leading to the success of hospitality companies (Bowen and Chen, 2001). Within the highly competitive hotel industry, which offers homogeneous products and services, hotel managers must find ways to make their offer to stand out among their competitors. As Choi and Chu (2001, p. 278) state "hoteliers need to understand their customer's needs and meet or exceed these needs". Overall, the term of customer satisfaction is defined based on Mai and Ness's (1999, p. 863) definition as "a general feeling of pleasure or gratification experienced by a consumer arising from the ability of a product or service to satisfy the customers' expectations, desires and needs". Following this characterization, the present study proposes "green satisfaction" as an affective variable defined as "a pleasure level of consumption-related fulfilment to satisfy customers' environmental desires, sustainable expectations and green needs".

### 2.4 Green Trust (GT)

This study conceptualizes trust as an emotional construct defined as the "willingness to rely on an exchange partner in whom one has confidence" (Moorman et al., 1992, p. 315). The present research is based on deep-rooted theoretical approaches from the social psychology literature using not only cognitive aspects but also affective elements to conceptualize trust. Emotional aspects of trust are considered to be significant in the hospitality industry due to the fact that customers trust in affective signals from

companies as a point of reference to evaluate quality (Johnson and Grayson, 2005). Following the previous definition by Moorman et al. (1992), this research defines "green trust" as the "willingness to rely on an exchange partner in whom one has confidence because of its environmental performance".

## 2.5 Strategic Green Marketing Orientation (SG)

Strategic green marketing orientation refers to long-term, top management actions and policies specifically focusing on corporate environmental strategy (Banerjee, 2002); proactive environmental strategies (Aragón-Correa, 1998) and external environmental stakeholders (Papadas, et al., 2017). For example, partnerships and collaborations with organizations that pursue relevant environmental policies would constitute a strategic green marketing action. Menon and Menon (1997) introduce the term enviropreneurial marketing by integrating social performance objectives and marketing, and linking them to the environmental cause. Strategic enviropreneurial initiatives reflect social responsibility and a desire to align marketing activities with the expectations of current and future stakeholders. Enviropreneurial marketing decisions create long-term, corporate-wide activities for environmental sustainability (Charter & Polonsky, 1999), attempting to integrate environmental goals and interests with the strategic concern of achieving competitive advantage within current business and markets (Shrivastava, 1995). Banerjee (2002) states such integration of green values into the firm's corporate strategy is a response to those that challenge the traditional marketing orientation of increased sales and profit maximization (Papadas, et al., 2017).

Research that questions a marketing ideology of escalating consumption is gaining traction, recognizing how such positioning conflicts with sustainability and responsibility (Crane, Palazzo, Spence, & Matten, 2014; Stoeckl & Luedicke, 2015). This requires firms to widen their marketing scope and include the protection of social stakeholders and the natural environment among their strategic marketing objectives – referred to as the triple bottom line of economic, social and environmental performance (Fazli et al., 2013). Environmental proactivity supports that orientation since adopting environmental protection strategies that go beyond legal compliance is a significant step further (Sharma & Vredenburg, 1998). This concept is also associated with environmental strategy patterns dominated by voluntariness and anticipation (Aragón-Correa, 1998) and pollution prevention rather than reduction (Buysse & Verbeke, 2003). Stakeholder integration is also critical to a firm's level of green marketing practices. For example, supply chain stakeholders such as clients require their vendors to adopt proactive environmental strategy to improve their environmental performance (Zhu & Sarkis, 2004). Corporate customers also require their suppliers to demonstrate formal certification of their compliance with appropriate environmental regulations (Delmas & Montiel, 2007).

## 2.6 Tactical Green Marketing Orientation (TG)

### *2.6.1 Tactical Green Marketing Orientation (TGMO)*

involves short-term actions that transform the traditional marketing mix into a greener one. This dimension includes product-related decisions to reduce the environmental footprint (e.g. Pujari, Wright, & Peattie, 2003), promotion tools that reduce the negative environmental impact of the firm's marketing communications and communicate products' environmental benefits (e.g. Kilbourne et al., 2002); actions to improve environmental performance in the supply chain (e.g. Zhu & Sarkis, 2004) and adjusted pricing policies for green products (e.g. Chen, 2001). Such tactics offer flexibility to firms seeking to protect or benefit the natural environment by conserving energy and/or reducing pollution (Ottman, 1993). In product strategy, green marketing-oriented tactics include environmentally responsible packaging and ingredients; recyclable or reusable content; re-examination of the product life-cycle and renewable energy (Cronin, Smith, Gleim, Ramirez, & Martinez, 2011; Leonidou, Katsikeas, & Morgan, 2013). Increasingly it means the adoption of a circular economy orientation to maintain the value of products, materials and resources for as long as possible (MacArthur, 2014).

New product development requires a substantial refocus to improve the environmental performance of a product rather than merely introducing cosmetic changes (Peattie, 1995). Environmentally-conscious pricing strategy can use price positioning that reflects a product's ecological ingredients, donations to environmentally responsible organizations, and promotional pricing tactics that engage end-users to support green initiatives (Kotler, 2011). Other approaches involve techniques such as life-cycle costing (to reflect cradle-to-grave sustainability impacts), carbon offset pricing and competitive pricing (Lovell & Liverman, 2010).

In distribution programs, environmental efforts include working with environmentally responsible channel partners to identify reduction and reuse/ repurposing opportunities, and encouraging end customers to return recyclable

materials (Leonidou et al., 2013). It includes the reverse supply chain approach (cradle-to-cradle) to recover the product's maximum possible value (Kleindorfer, Singhal, & Wassenhove, 2005). These environmental policies requiring suppliers and distributors to co-create a greener supply chain can reduce the environmental impact of the firm's distribution strategy (Zhu & Sarkis, 2004). Promotion is crucial to TGMO as the development and implementation of successful green strategies depends upon good communications (Prothero, Peattie, & McDonagh, 1997). Promotional strategies can communicate environmental sponsorships, environmental-driven product modifications and tangible environmental actions (Polonsky & Rosenberger, 2001). Belz and Peattie (2009) suggest that social media, blogs and websites can enhance this communication by engaging in direct, public dialogue about green products and services, and educate consumers with openness, exchange and authenticity. This implies companies need to consider how much to shift their communication from print to online to capture new and strategic audiences (Kotler, 2011).

## 2.7 Internal Green Marketing Orientation (IG)

### *2.7.1 Internal green marketing orientation (IGMO)*

involves the pollination of environmental values across the organization to embed a wider corporate green culture (Papadas & Avlonitis, 2014). Such actions include employee training; efforts to promote environmental awareness inside the organization (Charter& Polonsky, 1999; McDaniel & Rylander, 1993; Wells et al., 2015) and environmental leadership activities (Ramus, 2001). Kotler, Kartajaya, and Setiawan (2010) reiterate the need for a reinvented, greener marketing that more responsibly balances growth goals with sustainability, and aligns behaviors with values and a corporate culture embedded with integrity. That a company markets its green values to its employees is as important as marketing its mission to consumers (Wells et al., 2015), thus environmental values need to be shared and communicated across departments. Pioneering companies will establish an entire independent department dedicated to environmental sustainability and CSR. Managers develop internal culture to disseminate a set of values that will guide the corporation and its employees (Geels et al., 2015).

Disseminating knowledge and embedding an environmental culture throughout the entire organization supports employees to develop skills and abilities to implement successful environmental strategies (McDonagh & Prothero, 2014). Environmental awareness education and training across the whole organization can also create environmental champions for the organization (McDaniel & Rylander, 1993). From an internally driven perspective, top management behaviors in environmentally proactive companies include: communicating and addressing critical environmental issues; initiating environmental programs and policies; rewarding employees for environmental improvements; and contributing organizational resources to environmental initiatives (Menguc, Auh, & Ozanne, 2010). Coddington (1992) & Hart (1995) conclude that corporate vision and strong leadership are the two fundamental facilitators that implement a corporate-wide, environmental management strategy. In general, the advancement of new ways of thinking and efforts to develop an environmental orientation throughout the firm are possible when all members of the organization share the same vision as top management (Charter & Polonsky, 1999).

The proposed model of the research is presented in Fig. 1. As the model revealed there are 12 hypotheses as follow:

***H1:*** *there is positive relationship between environmental friendliness and strategic green marketing orientation.*

***H2:*** *there is positive relationship between environmental friendliness and tactical green marketing orientation.*

***H3:*** *there is positive relationship between environmental friendliness and internal green marketing orientation.*

***H4:*** *there is positive relationship between tactical green marketing orientation and green trust.*

***H5:*** *there is positive relationship between tactical green marketing orientation and green satisfaction.*

***H6:*** *there is positive relationship between strategic green marketing orientation and green trust.*

***H7:*** *there is positive relationship between strategic green marketing orientation and green satisfaction.*

***H8:*** *there is positive relationship between internal green marketing orientation and green trust.*

***H9:*** *there is positive relationship between internal green marketing orientation and green satisfaction.*

***H10:*** *there is positive relationship between green trust and green satisfaction.*

***H11:*** *there is positive relationship between green trust and green buying intention.*

***H12:*** *there is positive relationship between green satisfaction and green buying intention.*

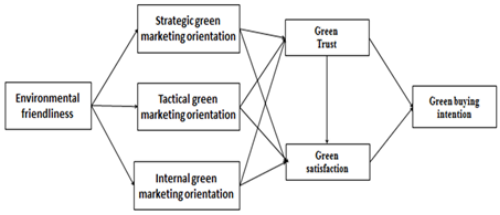


**Fig: 1**. (conceptual model)

## 3. Research methodology

Analysis was performed using Partial Least Squares (PLS) modeling. PLS is a structural equation modeling (SEM) technique that generates a vector of coefficients that relates a set of predictor variables to a set of dependent variables (Sosik, et al. 2009). The PLS technique was originally developed by H. Wold (1985) to address problems of modeling data in the social sciences, such as small sample sizes or violations of distribution assumptions (Wold, 1975). Bollen and Stine (1990) suggested the Bootstrap method to be used for estimate the significance of the path coefficient. PLS was chosen to use in this research study due to several factors. One, PLS is a useful tool to support the early stages of theory development. Two, PLS does not require the normality of data distributions, observation independence, or variable metric uniformity. Three, PLS does not require as large a sample size as other SEM techniques (Hooshangi et al., 2016). We used SMART- PLS software to analyze measurement model and structural mode.

The target population is composed of all customers who had at least one purchase experience of kalleh company. The size of the sample is 390 based on Morgans' Table. The questanier were distributed among customers. The questionair consists of 27 questions as follow: 4 questions for environmental friendliness (Suki, 2015); 11 for marketing orientation (Papadas et al., 2017); 9 for green satisfaction and trust (Martínez, 2015) and 3 for Green buying intention (Lu et al., 2015). The questions arreneged as per the likert 7- point scales ranging from strongly agree to strongly disagree Demografic detailes of questionair revealed that a larg number of the respondents were female (84.7%), 73% were in their twenties, 21% were in their thirties (and the rest 6% were higher than fourty). With regard to education, 68.2% had a graduate degree, 18.9% had atleast a college degree, and 13.9% were currently in school.

Cronbach alpha, composite reliability and factor loading were used to analyze the reliability of the itemes and constructs. Also, to ensure convergent validity, we used average variance extracted (AVE). In order to examine discriminant validity, a construct's square of AVE must be greater than its correlation coefficients with other constructs (Amin Afshar & Fazli, 2017). Finally, to examine discriminant validity of items, we used Cross loadings. The results of these tests are presented in the results and discussion section.

## 4. Research findings

The traditional criterion for consistency is cronbachs alpha, which provides an estimate for the reliability based on the indicator intercorreltions. Considering that cornbach alpha provide more sringent estimates of internal consistency, the pls path models uses compoite reliability (Kiani Mavi & Amin Afshar, 2017). No mater which cofficient is used, only the internal consistency reliability value should be above 0.7 (Fornell & Larcker, 1981). In this study, we used the both cofficient to assess internal consistency reliability. The composite reliability and cronbach alpha for all constructs is greater than 0.843 and 0.727 which exceed the suggested value of 0.7 that means all the construct have high internal consistency and reliability. Table1 sumarize the composite reliability and cronbach alpha for all construct.

**Table 1.** Reliability Measures of Constructs

| Variable Constructs | AVE | Composite reliability | Cronbach's Alpha |
|---|---|---|---|
| EF | 0.671277 | 0.890895 | 0.836626 |
| GB | 0.742480 | 0.896351 | 0.826534 |
| GS | 0.679253 | 0.894328 | 0.842400 |
| GT | 0.630933 | 0.895047 | 0.853129 |
| IG | 0.574539 | 0.843340 | 0.767065 |
| SG | 0.708354 | 0.906658 | 0.863139 |
| TG | 0.644641 | 0.844177 | 0.727250 |

For assessing the validity, two validity subtypes are examined: convergent validity and discriminant validity. Convergent validity signifies that a set of indicators represents one and the same underlying construct, which can be demonstrated through their unidimensionality (Henseler, Ringle, & Sinkovics, 2009).convergent validity is adequate when constructs have an average variance extracted (AVE) of at least 0.5 (Fornell & Larcker, 1981), that means a latend variableis able to explain more than half of variance of its items on average (Henseler, Ringle, & Sinkovics, 2009). Table one presents the AVE measurment- all of which exceeded 0.5 demonstrating support for convergent validity.

Discriminant validity measures whether the latent variables are separate from each other and measure distingush able concepts (Fazli & Amin Afshar, 2014). Discriminant validity was checked by comparing the correlations of the latent variables to the square root of AVE. the square root of AVE should be large than any corration. Table 3 list the corrations between constructs with square root of AVE on the diagonal (Hooshangi et al, 2017). All of diagona values exceed the interconstruct correlations, therfore the test for discriminant validity is acceptable.

**Table 2.** Discriminant validity

| | EF | GB | GS | GT | IG | SG | TG |
|---|---|---|---|---|---|---|---|
| EF | 0.8192 | | | | | | |
| GB | 0.422244 | 0.8616 | | | | | |
| GS | 0.468642 | 0.644784 | 0.8241 | | | | |
| GT | 0.477432 | 0.615963 | 0.652989 | 0.7942 | | | |
| IG | 0.434617 | 0.455047 | 0.587918 | 0.534754 | 0.7579 | | |
| SG | 0.461452 | 0.660710 | 0.608644 | 0.602700 | 0.543018 | 0.8416 | |
| TG | 0.383222 | 0.566943 | 0.592883 | 0.586446 | 0.458352 | 0.682064 | 0.8024 |

For assessing discriminant validity of indicators, we used cross loading test. The loadings of an indicator on its assigned latent variable should be higher than its cross loading on all other laten variable. There were no significant cross loading of measurement items across laten constructs (Table 4).

Structural Model Analysis

To test the hypothesized relationships between the variables, we used path cofficients and R squre. Also to estimate the significance of the path cofficient, we used the bootstrapping method as recommended by (Chin, 1998). The figure 2 and 3 show the path cofficients, R squre and t value for main hypothesis. Also, figure 4 and 5 shows the path cofficients, R squre and t value for sub-hypothesis. Table 5 summarize the result of analysis (include path cofficient and T statistic) for proposed model.

**Table 3**. Factor and Cross Loadings

| | EF | GB | GS | GT | IG | SG | TG |
|---|---|---|---|---|---|---|---|
| EF1 | 0.829253 | 0.424192 | 0.468229 | 0.419093 | 0.326619 | 0.398280 | 0.342160 |
| EF2 | 0.825070 | 0.329010 | 0.349748 | 0.376322 | 0.384774 | 0.341489 | 0.289627 |
| EF3 | 0.793100 | 0.308846 | 0.310486 | 0.349037 | 0.323805 | 0.397717 | 0.348362 |
| EF4 | 0.829276 | 0.319988 | 0.405948 | 0.419740 | 0.390851 | 0.372448 | 0.273229 |
| GB1 | 0.325731 | 0.867157 | 0.561875 | 0.526347 | 0.398078 | 0.572314 | 0.497288 |
| GB2 | 0.343074 | 0.845109 | 0.535620 | 0.514854 | 0.381207 | 0.595896 | 0.479742 |
| GB3 | 0.420719 | 0.872508 | 0.568630 | 0.550377 | 0.396794 | 0.541844 | 0.488573 |
| GS1 | 0.311571 | 0.517349 | 0.787099 | 0.501576 | 0.401420 | 0.585451 | 0.451537 |
| GS2 | 0.361601 | 0.499451 | 0.854683 | 0.541475 | 0.496624 | 0.596789 | 0.489344 |
| GS3 | 0.410032 | 0.515934 | 0.818305 | 0.541529 | 0.500443 | 0.513326 | 0.476159 |
| GS4 | 0.453458 | 0.586854 | 0.835093 | 0.564883 | 0.533010 | 0.634208 | 0.532039 |
| GT1 | 0.401629 | 0.535939 | 0.500091 | 0.818871 | 0.433703 | 0.536621 | 0.479965 |
| GT2 | 0.389210 | 0.501223 | 0.616324 | 0.847514 | 0.448968 | 0.498356 | 0.495001 |
| GT | 0.314 | 0.479 | 0.511 | 0.771 | 0.391 | 0.521 | 0.493 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 3 | 79 | 60 | 06 | 04 | 81 | 22 | 06 |
| GT4 | 0.408941 | 0.442348 | 0.453224 | 0.737210 | 0.341130 | 0.368400 | 0.445390 |
| GT5 | 0.388500 | 0.483682 | 0.501401 | 0.791920 | 0.500995 | 0.455928 | 0.413952 |
| IG1 | 0.484652 | 0.505376 | 0.597435 | 0.565997 | 0.814396 | 0.587744 | 0.540395 |
| IG2 | 0.300155 | 0.268004 | 0.410828 | 0.383352 | 0.781996 | 0.370948 | 0.304390 |
| IG3 | 0.146802 | 0.170026 | 0.284866 | 0.301859 | 0.701498 | 0.246613 | 0.179627 |
| IG4 | 0.257048 | 0.316197 | 0.376804 | 0.253342 | 0.728902 | 0.306036 | 0.211268 |
| SG1 | 0.418452 | 0.571631 | 0.622535 | 0.575805 | 0.445211 | 0.853898 | 0.635265 |
| SG2 | 0.393438 | 0.590293 | 0.629975 | 0.568131 | 0.464568 | 0.849590 | 0.541773 |
| SG3 | 0.373786 | 0.557805 | 0.566015 | 0.431557 | 0.496566 | 0.840285 | 0.578279 |
| SG4 | 0.362927 | 0.497774 | 0.558985 | 0.432586 | 0.424055 | 0.822433 | 0.537210 |
| TG1 | 0.336288 | 0.556891 | 0.565717 | 0.494377 | 0.397849 | 0.611299 | 0.842210 |
| TG2 | 0.383345 | 0.437810 | 0.487153 | 0.501386 | 0.405786 | 0.552803 | 0.836254 |
| TG3 | 0.167177 | 0.345063 | 0.343446 | 0.408563 | 0.282275 | 0.464825 | 0.724766 |

**Table 4.** Path Coefficient (direct impact) and T Statistics

| Path | path Coefficients | T Statistic | Result |
|---|---|---|---|
| environmental friendliness → strategic green marketing orientation | 0/461 | 5/932 | Supported |
| environmental friendliness → tactical green marketing orientation | 0/383 | 3/794 | Supported |
| internal green marketing orientation → green trust | 0/259 | 3/589 | Supported |
| internal green marketing orientation → green satisfaction | 0/199 | 2/727 | Supported |
| green trust → green satisfaction | 0/267 | 2/688 | Supported |
| green trust → green buying intention | 0/340 | 3/805 | Supported |
| green satisfaction → green buying intention | 0/423 | 4/848 | Supported |
| strategic green marketing orientation → green trust | 0/268 | 2/695 | Supported |
| strategic green marketing orientation → green satisfaction | 0/382 | 4/185 | Supported |
| tactical green marketing orientation → green trust | 0/285 | 2/660 | Supported |
| tactical green marketing orientation → green satisfaction | 0/085 | 0.903 | Not support |
| environmental friendliness → internal green marketing orientation | 0/435 | 5/524 | Supported |

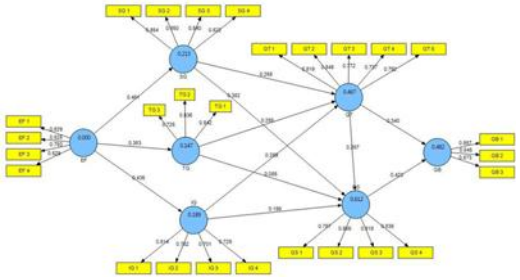

**Fig. 2.** Path coefficient

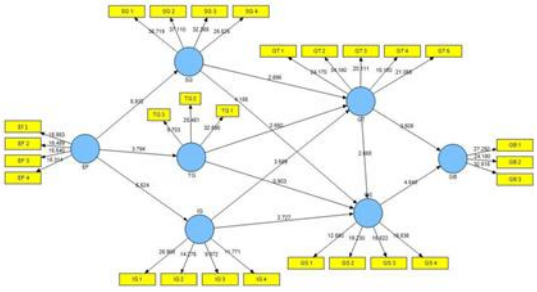

**Fig. 3.** T-value

## 5. Conclusion and Discussion

This paper reports the results of an empirical study mapping the relationship between environmental friendliness with

customer green intention with regarding mediating role of marketing orientation . Based on a survey of 390 Iranian consumers, the data provides support for our proposed research model and for many of our hypotheses. However, all of the hypothesized relationships emerge as originally anticipated like positive relation between variables. The data analyzing revealed tactical green marketing orientation with (β= 0/085, t= 0/903) positively influence green satisfaction but the relationship is not significant. It means that for increasing green satisfaction applying tactical green marketing orientation is not so suitable when strategists planning for their customer should consider this impact.

This study holds practical and theoretical implications. Empirically, green trust and satisfaction mediated the relationship between the environmental friendliness of products and customer green buying intention in using green products. Consumers are interested in obtaining product information such as how the product is produced, how this affects the environment, and how collective responsibility is necessary for sustainable development (Kaufmann et al. 2012) and reliable environmental communications (Thongplew et al. 2014a, 2014b; Norazah & Norbayah 2015). Such findings suggest that in order for marketers of any green products to foster an innovative ecosphere for business sustainability by meeting customer environmental satisfaction, they should focus on creating effective marketing strategies and green promotional activities to attract customers for their green products (i.e. by controlling and enhancing the quality of green products, besides emphasizing their environmental satisfaction and loyalty levels). They also need to put focus to uphold a continuous truthful environmental communications (Thongplew et al. 2014a, 2014b; Norazah & Norbayah 2015).

This study also offers useful insights for practitioners. Firstly, the strategic, tactical and internal level of this scale provides some potential benefits by helping managers to allocate green marketing actions appropriately. For instance, forming strategic green alliances might be a C-level executive decision, while employing a green pricing policy may fall to a manager-level executive. As such, a hierarchy of green marketing actions provides a useful template for companies. Secondly, our findings suggest interesting implications regarding the application of each GMO dimension. A strategic green marketing dimension seems to be a significant element of a green marketing strategy as it represents the long-term commitment and investment of top management to environmental strategies. That is, strategic initiatives such as investment in low-carbon technology and R & D related projects can be considered as potential objectives in the business plan of a green marketing oriented organization.

In addition, our analyses show that CSR may be a forerunner of SGMO, however the latter requires a different approach since it involves marketing-related tasks. In practice, this means that a CSR policy may be necessary but not sufficient for the design and implementation of a green marketing strategy. Our study also provides empirical support for implementing green marketing mixrelated programs. This suggests that tactical activities (i.e. use of recycled materials, green pricing policies) offer flexibility to managers for a) improving their firm's green brand image in the short-medium term and b) adjusting their green marketing strategy according to external and internal environmental changes. Furthermore, our analyses show that internal green marketing actions comprise another distinct dimension of green marketing strategy. This indicates that firms should align their green marketing strategy to those people who are expected to serve and implement it. That is, managers should note that green oriented human capital may ultimately lead to the creation of green brand champions who may prove critical to a firm's environmental reputation. This internal perspective of green marketing emerges from the qualitative interviews, and is later confirmed from the main survey, emphasizing its value as a recommendation derived from practice.

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