

The Impact of Green Marketing Strategies on Employees' Green Performance: An HRM Perspective

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Abstract

The rising concerns of the influence of human actions on the environment has resulted in a growing focus in the field of management science, particularly Human Resource Management (HRM). The right direction of going green must be directly linked with Environmental, Economic, and social performance. Also, the field of Green Marketing has recently gained significant interest from researchers and practitioners in the realm of consumer behavior. Marketing and HR are fundamental departments in any organization, and their collaboration is essential for the success and resilience of a business, especially if the focus on sustainable development. This research aims to identify the impact of GM on employees' green performance (GP). Also, to enhance research efforts, and improve the search process for other researchers seeking relevant paper and future research. The research problem has been formulated with the question: Can green marketing impact employees' green performance by adapting, implementing, and promoting environmentally conscious behavior and corporate sustainability. This article provides a systematic Literature Review of existing research as a methodology. This research found that business can use GM strategies to impact the employees' GP. Therefore, promoting and encouraging environmentally conscious practices in the workplace and incorporating a "sustainable culture" will help employees feel healthier, more motivated to finish their work, easily communicating their ideas about best green practices, and more satisfied with the company.

1. Introduction

Over the past few years, our world has experienced an unusual sequence of heatwaves, wildfires, cold temperatures, floods, and droughts [9]. Environmental concerns such as global warming and the rapid depletion of resources contribute to a reduction in biodiversity [8]. Furthermore, the persistent concern regarding the climatic and environmental condition has created a pressing need to initiate action and redirect economic activity, particularly towards sustainable growth [40].

Companies have become the primary drivers of ecological harm due to the rising demand for products and services, as well as the growth of globalization. Therefore, corporations perceived as the root cause of environmental issues have been obliged to reassess their operational methods due to societal pressure. Sustainability encompasses a broad range of practices aimed at safeguarding the environment, including corporate social responsibility, green human resources, green performance, recycling, green manufacturing, waste reduction, and green marketing. These practices are continuously evolving through innovations and techniques.

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Lately, corporations have recognized the imperative of ensuring a sustainable planet for future generations. Consequently, businesses are modifying their procedures and practices to facilitate the enhancement of the eco-system [41]. Traditional marketing mostly emphasizes generating profits, but green marketing places a higher priority on promoting environmental sustainability. It also involves making substantial changes to acknowledge and meet the needs of customers. Previously, green marketing mostly emphasized aspects such as product packaging, labeling, and incentive programs. However, in the present, environmental considerations have become increasingly crucial in marketing as they allow organizations to discover secure and environmentally-friendly methods to conduct their daily operations [21]. Green Marketing encompasses more than just the promotion and production of products and services. It involves the entire firm, integrating the company's financial performance with environmental and social benefits for employees, consumers, and society as a whole.

In recent times, numerous firms have been implementing green human resources management (HRM) practices on a global scale. Thus, the concept entails incorporating sustainable practices, processes, and systems into human resource management programs, such as recruitment, training, development, performance evaluation, and reward management. This integration aims to enhance the organization's environmental performance while also ensuring balanced benefits for individuals, society, the environment, and the business.

Organizations are placing a growing emphasis on the development, recognition, and implementation of sustainable management techniques that enhance economic, social, and environmental performance simultaneously [39]. Green performance (GP) refers to organizational practices that prioritize sustainability in terms of the environment, economy, and society.

Businesses are adopting green marketing (GM) strategies to improve their business success. Green marketing is a strategic objective pursued by corporations to enhance business performance by prioritizing environmental sustainability [34]. However, companies must implement green marketing in many aspects of their organizational process because sustainability is essential for people, products, and performance. According to Goh et al. (2019) implementing green marketing mix techniques can effectively communicate the practicality of incorporating environmentally-friendly practices in manufacturing enterprises. These strategies not only enhance performance but also have a good impact on the environment. Studies on green marketing mix in manufacturing firms receive little attention, especially in their relation to employee's performance, as it mainly focused on consumers. In addition, past literature reviews have primarily examined green marketing and environmental management approaches on based on consumer levels [37].

Marketing is typically associated with customers, however, a customer's position can be internal as well as external. An external customer refers to an individual or organization that is not part of the firm and consumes the final product. On the other hand, an internal customer refers to both full-time and part-time personnel who are within the company [15]. An organization can be "green" in many ways; for example, the research and development department can make research to develop products and services in an environmentally friendly way, and the sales department can develop ways to establish green marketing strategies in promoting and communicating best practices, and even the financial department can make investment decisions that consider the best for the company, environment, and society. But all these green efforts from different departments bring a question to mind: Can green marketing impact employees' green performance by adapting, implementing, and promoting environmentally conscious behavior and corporate sustainability? Therefore, this article explores the role of GM strategies in promoting green performance by conducting a systematic literature review. By examining through a comprehensive analysis and consolidation of pertinent research, our objective is to ascertain the influence of green marketing (GM) on employees' green performance (GP). Additionally, we aim to offer valuable perspectives for companies to include sustainability into their human resource management (HRM) plans. It begins by emphasizing the significance of green marketing for sustaining a competitive advantage in the corporate realm. After this highlighting an important aspect of green HRM which is green performance (GP). In this GM become crucial in promoting sustainable conscious behavior within organizations. In the end, the research problem addressed in this study is the importance of green marketing strategies in fostering employees' adoption of sustainable behaviors. This paper will start with the methodology for answering the research question. After that, the literature review consists

of GM, GP and the role of GM on employees' GP. Finally, the conclusion, recommendation, and limitations will be presented.

2. Method

Systematic Literature Review (SLR) is a research process that involves a comprehensive and precise examination of the existing literature on a certain topic, to attain a comprehensive comprehension of the current state of knowledge, one must identify, examine, and integrate all relevant studies related to a specific issue [11]. The field of Systematic Literature Review (SLR) emerged in the domains of healthcare, medicine, and public policy and social science. It involves gathering the most reliable and trustworthy evidence to inform decisions regarding clinical practice and public policy. The systematic literature review aims to provide the reader with a comprehensive understanding of a certain issue and the advancements achieved by researchers in that field. It involves conducting a thorough and integrated search of several databases [20]. According to Ali et al. (2023), a systematic literature review (SLR) is a comprehensive examination of all pertinent publications related to a specific subject. This review involves a thorough search for relevant papers, followed by an evaluation and synthesis of the findings using a planned and transparent approach.

2.1. Search Strategy and Data Sources

This study employed a secondary research process called a systematic literature review, which involves identifying, examining, and interpreting all relevant papers related to a specific area of interest. A total of 20 publications were used for this research, sourced from several databases, including Science Direct, Elsevier, Springer & Research Gate were chosen to limit the scope of prior research on green marketing impact employees' green performance, to enhance the chance of discovering relevant research. Also, Google Scholar and Google Search is used to conduct a more comprehensive investigation on a certain topic. The database search for this study was conducted using the keywords "Green Marketing", "Green HRM", "Employees Green Performance", and "Systematic Literature Review".

2.2. Inclusion and Exclusion Criteria

The publications and articles that will be included in this systematic review should contain the following materials: The research focuses on the green marketing program and its influence on employees' green performance through the adoption, implementation, and promotion of environmentally conscious behavior and corporate sustainability.

Articles on the following aspects were included:

- (i) The studies that are published in English from (2018-2023).
- (ii) The articles' sample consists of "Green Marketing", "or any of its main dimensions (e.g., Green Product, Green Promotion, Green Price, Green place, marketing mix) that focus on the relationship between "GM" and employees' GP, and have a role in promoting conscious behavior, Green HRM, and Green Performance.
- (iii) Most of the publications featured in these scholarly journals consist of studies that have employed either quantitative or qualitative research methodologies.

Articles on the following aspects were excluded:

- (i) Articles that presenting research that in progress.
- (ii) Articles that did not match the inclusion criteria.

3. Results

The databases produced a significant number of publications, but, the majority of them lacked a meaningful association and did not provide the expected findings that are relevant to the study subject. This study examines the crucial connection between green marketing (GM) and its influence on encouraging and promoting sustainable conscious behavior for employees, specifically in regard

to an important function of human resource management (HRM), which is green performance (GP). The analysis we conducted incorporates an array of scholarly viewpoints on sustainability, GM, GP, and green HRM. A summary of the journals, authors, years and articles that were used included in Table 1.

Table 1. A Summary of Journals, Authors, Years and Articles that were used

<i>Journals</i>	<i>Authors & Years</i>	<i>Articles</i>
Sustainability	Lotfi et al., 2018	The Effect of Emerging Green Market on Green Entrepreneurship and Sustainable Development in Knowledge-Based Companies
Industrial Marketing Management	Olson et al., 2018	The Application of Human Resource Management Policies Within the Marketing Organization: The Impact on Business and Marketing Strategy Implementation
Corporate Social Responsibility and Environmental Science	Bohlmann et al., 2018	The Relative Importance of Employee Green Behavior for Overall Job Performance Ratings: A Policy-Capturing Study
Sustainability	Bombiak & Marciniuk-Kluska, 2018	Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience
International Journal of Sustainable Strategic Management	Goh et al., 2019	How Green Marketing Mix Strategies Affects the Firm's Performance: A Malaysian Perspective
International Journal of Research in Human Resource Management	Zubair & Khan, 2019	Sustainable Development: The Role of Green HRM
Sustainability	Khan et al., 2019	The Impact of Enviropreneurial Orientation on Small Firms' Business Performance: The Mediation of Green Marketing Mix and Eco-Labeling Strategies
Administrative Science	Jančíková & Milichovský, 2019	HR Marketing as a Supporting Tool of New Managerial Staff in Industry 4.0
Corporate Social Responsibility and Environmental Management	Saeed et al., 2019	Promoting Employee's Proenvironmental Behavior Through Green Human Resource Management Practices
Journal of Research and Innovation in Social Science	Chowdhury et al., 2019	Green HR Practices and Its Impact on Employee Work Satisfaction – a Case Study on IBBL, Bangladesh.
International Journal of Management	Singh & Nath, 2020	An Assessment in the Green HRM Practices with Job Satisfaction and Its Impact on Organisational Commitment
International Journal of Social Sciences and Humanities Reviews	Olateju et al., 2020	Green Human Resources Management (Green HRM) and Sustainable Development: Prospects and Challenges

Evaluation and Program Planning	Pavlidou & Efstathiades, 2021	The Effects of Internal Marketing HRM Strategies on the Organizational Culture Of Secondary Public Schools
Uncertain Supply Chain Management	Khaleeli et al., 2021	The Effect of Green Marketing, Green Supply Chain and Green Human Resources on Business Performance: Balanced Scorecard Approach
Business Strategy and the Environment	Gelderman et al., 2021	Green Marketing as an Environmental Practice: The Impact on Green Satisfaction and Green Loyalty in a Business-To-Business Context
International Journal of Manpower	Qureshi& Mehraj, 2022	Identifying the Factors of Internal Green Marketing: A Scale Development and Psychometric Evaluation Approach
Ushus-Journal of Business Management	Subramanian & Jaganathan, 2022	Promoting Environment Sustainability Through Green HRM: The Socially Responsible Organizations
Macro Management & Public Policies	Ahmed & Ahmed, 2022	Interconnection of Green Marketing and Green Human Resource Management Functions
Sustainability	Kara et al., 2023	The Mediating Effect of Green Human Resources Management on the Relationship between Organizational Sustainability and Innovative Behavior: An Application in Turkey
Oditor	Milanovic et al. 2023	The Internal Green Marketing Dimensions, Employees' Satisfaction, and Employees' Organizational Identification

Source: Own editing (2023)

To summarize, the majority of those studies showed that marketing and human resources management are more interconnected than commonly perceived. In order to remain competitive, marketing must undergo changes, and similarly, the management image must also adjust to fulfill the expectations of employees, customers and society. Therefore, when promoting an entity, marketing must ensure their message is transparent, by playing a vital and ever-changing role in developing successful strategies that focus on the internal resources of a company which are the “employees”. One effective way to impact employees’ green performance is by integrating “green thinking” into the organizational culture. On the other hand, some studies showed that it not necessary always effective to incorporate GM with HRM, as there is a growing trend among firms to strive for a favorable environmental or social influence, these sustainability-oriented goals are critical for any business. But, turning these goals into reality is relatively hard; these businesses must build teams, processes, and incorporate a sustainable culture as a key part in all their process.

3.1. “Green Marketing” (GM)

Marketing significantly contributes to the promotion of sustainable development, with a specific emphasis on establishing sustainable consumer behavior [41]. On the other hand, a bibliometric review of GM research conducted between 1977 and 2020 revealed that GM, sustainability, sustainable development, environment marketing, and sustainable marketing have garnered significant interest [31]. According to Gelderman et al. (2021) green marketing (GM) is an environmental management technique that seeks to minimize or prevent environmental damage. Its primary objective is to offer clients environmentally friendly products or services at the most suitable time, place, and price. Green marketing strategy consists of using the 4Ps, starting with: green marketing communication “promotion”, by providing consumers engaged in the business's activities with access to and the ability to exchange accurate environmental information [29]. The second is green marketing channels, and its main objective is to educate the distribution channels about the importance of incorporating the green concept into all aspects of the marketing channels. Green products possess distinct attributes such as recyclability, renewability, low emission, local production, and energy efficiency [33]. Finally, green price and its customers’ willingness to pay a premium that can cover any costs of providing green products. Consumers have become increasingly conscious of the detrimental effects our actions have on the environment and our health [24]. And

greater focus on marketing strategies and their impact on consumer and corporate attitudes towards the environment [3,4,32]. However, regarding our investigation into green marketing (GM) strategies, and in particular the 4Ps. The presented studies focus on one strategy among others that are essential in enhancing and promoting environmentally conscious behavior and corporate sustainability among employees. And this specific strategy is green marketing communication “promotion”.

3.2. “Green Human Resources Management” - “Green Performance” (GP)

Green HRM includes the planning, implementation, and continuing maintenance of a system that focuses on promoting environmentally-friendly behavior among employees within a business. The firm's environmental approach incorporates a range of specialized human resource management techniques, including recruitment and selection, training, performance management, pay and reward systems, and employee involvement. The enhancement of environmental performance relies on effectively utilizing training, teamwork, evaluating environmental objectives, non-monetary incentives, and corporate cultures [38]. So, it's the methods and strategies employed to reduce adverse environmental effects or promote positive environmental effects. In order to preserve natural resources, companies are placing a growing emphasis on sustainable value creation to attain a superior level of performance [14]. HRM initiatives aim to achieve increased efficiencies, sustainable resource utilization, reduced wastage, improved job-related attitude, enhanced work-life balance, cost reduction, improved employee performance and retention, all of which contribute to the organization's efforts in reducing employee carbon footprints through the implementation of green HRM. The right direction of going green must be directly linked with environmental, economic, and social performance. Therefore, based our investigation, many studies focused on “environmental performance”. On the other hand, the adoption of environmentally-friendly practices by employees is crucial for the effective implementation of corporate social responsibility by companies. The work behaviors related to green HRM in the workplace presented in Table 2.

Assessing green performance is a crucial responsibility of green HR in order to ensure accurate and sustainable environmental outcomes throughout time [38]. Companies like BP (in the past it called British Petroleum) in the United States U.S., have taken on these issues by adopting comprehensive environmental performance standards across their entire organization, such as waste management, conducting environmental audits, and developing green information systems and audits. They gathered environmental data on a yearly basis and conducted comparisons with past environmental performance. On this basis they made further solid progress in 1998, as their total emissions per unit of throughput declined by 7.5%, total emissions to air were down 12%, hydrocarbon emissions to air declined 11% and discharges to water declined 10%. Also, they focus on having a healthy, safe, and environmental performance, so their vision is “no accidents, no harm to people, and no damage to the environment” [7].

Table 2. The work behaviors related to green HRM in the workplace

<i>Type of work behavior</i>	<i>Example scenario statement</i>
Task performance	The employee (always/never/sometimes) carries out the core parts of his/her job well
Organizational citizenship behavior	The employee (always/never/sometimes) does things that help others when it is not part of his/her job
Counterproductive work behavior	The employee (always/never/sometimes) lies about the no. of hours they works
Employee green behavior	The employee (always/never/sometimes) prints double sided

Source: Own editing adapted from Bohlmann et al. (2018)

3.3. The Impact of Green Marketing on Green Performance

Currently, firms must seek more effective methods to attract the appropriate client and talent. Furthermore, corporations have come to recognize that they cannot separate themselves from society. They must take responsibility for their actions and the impact of their industrial processes on the environment. This can be achieved by incorporating environmental objectives into their corporate values and integrating sustainability into their organizational culture. Marketing and human resources aren't as separate as many people believe, as business decisions need cultural connections among individuals. Markets are dynamic and hence worker expectations also evolve. Just like brands have to change to stay competitive, the management image must also adapt to meet the expectations of employees. Marketing and HR are fundamental departments in any organization, and their collaboration is essential for the success and resilience of a business, as when promoting a business, organizations have to be clear with their message, know what their identity is and who they are attempting to converse with. According to Ahmed and Ahmed (2022), the implementation of green marketing practices has increasingly become intertwined with administrative steps and corporate social responsibility obligations.

Environmental resources have a crucial and constantly evolving role in the formulation of effective environmental strategies. An environmental culture is a valuable resource that can contribute to achieving exceptional corporate success. Therefore, culture can be formed, constructed, discovered, or cultivated by management to disseminate a desired set of principles that govern the organization and employees [19]. Thus, from our point of view, and as a summary it can be emphasized that, the first step for green marketing strategy to be effective, and to start having an influence on employee green performance, is to make “green thinking” a key part of the organization culture! Engaging the employees in the firm environmental vision, talking, and collaborating with team members and listening to their ideas for how our organization can go green and be more environmentally conscious in the workplace. By doing this, they will start to accept new missions and goals, and be willing for any environmental strategies such as green marketing.

Green marketing has an equal role in improving the economic, social, and environmental performance of enterprises [39]. The increasing importance of sustainability in individuals, products, systems, and practices raises the pressure that firms should use green marketing throughout their organizational process. Therefore, green marketing orientation acts as the backbone for organizational transformation and achieving sustainable competitive advantage.

4. Conclusion

In this study, we systematically reviewed research articles to answer our research question about how GM can impact employees GP by adapting, implementing, and promoting environmentally conscious behavior and corporate sustainability. Once sustainability has been integrated into the business culture and values, the next step is to incorporate it into the overall GM strategies. In addition, business can use GM strategies to impact the employees' GP by focusing on the 4Ps. Some firms can set a specific target for individuals, team members, and departments to achieve in a specific period, and it can be evaluated to which degree they achieve this target, and the goal here is to use GM strategy, for example according to our conclusion using green marketing communication “promotion” strategy to impact the employees' GP by:

- Encouraging the use of eco-friendly paper and inks for printing materials.
- Skipping printed materials altogether in favor of electronic marketing.
- Adopting responsible waste disposal practices in the office. For example, encouraging the usage of reusable water bottles as well as coffee mugs. Offering business merchandise like mugs and stainless-steel water bottles can help spread the word about this effort throughout the office. Also, having incentive program to reward team members who use their reusable cups for a full week by holding a monthly gift card drawing for them.
- Placing plants around the office, indoor greenery can boost oxygen levels and remove harmful pollutants such as carbon dioxide and formaldehyde. In fact, according to Montaluisa-Mantilla et al. (2023), NASA research reveals that indoor plants reduce 87% of indoor air pollutants within 24 hours.

- Promoting sustainable transportation by encouraging team members to take alternative modes of transportation to and from the office – such as walking alone or with fellow colleagues – during the work week or using their bicycle two days a week instead of their car.

As for the remaining strategies, they need the business owners to implement them. Such as, for “green product,” they can use eco-friendly or recycled materials for product packaging, or in “green marketing channels,” they can use efficient packing and shipping methods. as well as, in “green price,” they can take steps to decrease the firm carbon emissions via investment.

In the end promoting and encouraging environmentally conscious practices in the workplace and incorporating a “sustainable culture” will help employees feel healthier, more motivated to finish their work, easily communicating their ideas about best green practices, and more satisfied with the company. Above all, the benefit of leaving an ongoing impression of environmental impact for the organization will stay for generations, which is the main goal of sustainable development.

These findings lead to the provision of the following recommendations. Firstly, it is important for future research and organizations to aim for the development of standardized and validated measurement instruments for environmentally conscious practices and behavior. This will improve the ability to compare and trust the results of studies and evaluations conducted by organizations. Also, there should be more focus on the employees, as future research and organizations should thoroughly examine employees' perspectives, drives, and experiences. Moreover, gaining insights into the viewpoints of employees is crucial for implementing behavioral change procedures. On the other hand, there should be a more consecration for future research to delve into the dynamic relationship between HRM practices and GM, including governmental legislation, market dynamics, and customer preferences.

This article contributes to research in several ways. First, it provides a systematic overview of existing research in the area of GM and GP from HRM perspective, by identifying 20 journal articles. The contributions have been methodically classified, so offering an up-to-date overview of this emerging study topic and facilitating researchers' exploration of relevant research. The review indicates an absence of research on implementation strategies, methods, and performance measurement, as it focuses on specific areas. Which suggest the necessity for more investigation into these issues, so we invite researchers to participate in this ongoing research field. Thus, the selection of key words, sources, inclusion and exclusion criteria, and time frame is determined by our own judgment, which have a certain limits and leads to researcher's bias. In addition, our decision is based on “subjective measurement” as the study acknowledges there is some relations between GM and GP, which can be subjective and vary across studies. Also, our investigation is from the organization perspective, which restricted the investigation of individual employees' perspectives. Overall, we hope that we have successfully identified some relevant contribution in this field.

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