International Journal Of Management And Economics Fundamental

VOLUME Vol.05 Issue 10 2025
PAGE NO. 54-61
DOI 10.37547/ijmef/Volume05Issue10-10

Using Green Marketing Techniques to Organizational Commitment in Private Iraqi Organizations

Mohammed Jadan Hammad

College of Administration and Economics, Tikrit University, Iraq

Received: 24 August 2025; **Accepted:** 20 September 2025; **Published:** 27 October 2025

Abstract: This study addresses private Iraqi organizations' application of green marketing strategies and practices related to organizational commitment. The overall results indicated, in a manner consistent with the descriptive analysis of the variables used in the research, that green marketing strategies and practices are moderate to high among the private Iraqi organizations with a sample size of (n=150). Green pricing (mean = 3.772) and eco-friendly product design (mean = 3.771) practices had the highest mean averages. In the organizational commitment practices, Continuance Commitment (mean = 3.717) and Normative Commitment (mean = 3.713) practices were present to a great extent, while Affective Commitment (mean = 3.621) was slightly lower. Regression analysis indicated that green marketing strategies positively and significantly impacted organizational commitment, accounting for 49.8% of the total variance ($R^2 = 0.498$, $p < 0.001$). Finally, regarding the greater indicators of green marketing strategies, sustainable distribution had the largest effect ($\beta = 0.596$), followed by green promotion ($\beta = 0.547$), eco-friendly product design ($\beta = 0.530$), and green pricing ($\beta = 0.505$). The outcome indicates a commitment balance in green strategies within private Iraqi organizations in all of the main and sub-hypotheses. These positive outcomes contribute to existing knowledge of organizational commitment in transitional and emerging economies while also presenting avenues for future development.

Keywords: Green marketing techniques, Organizational commitment, private Iraqi Organizations.

Introduction: Environmental concerns have increasingly prompted organizations, consumers, and governments to reevaluate the consequences of their actions and operational methods on the natural world (Groening et al., 2018; Hamann et al., 2017; Szabo & Webster, 2021). As environmental pressures mount and the global business landscape moves toward sustainability, organizations are weaving environmental considerations into their marketing strategies a trend commonly referred to as green marketing. Green marketing represents a deliberate approach in which firms seek to align economic objectives with environmental responsibility. By prioritizing eco-friendly products, sustainable branding, and ethical operational practices, organizations not only improve their public image but can also foster greater stakeholder confidence. Importantly, the impact of green marketing extends internally; it can positively influence employees' organizational commitment, enhancing their emotional connection, loyalty, and identification with the company's mission and values. Within the context of private Iraqi organizations, there are notable obstacles: limited environmental awareness, weak regulatory frameworks, fierce market competition, and resource constraints. Nevertheless, the adoption of green marketing presents an opportunity to improve both environmental and economic performance while simultaneously cultivating a more dedicated and engaged workforce that identifies with the organization's ethical and sustainable outlook. This study therefore seeks to investigate the influence of green marketing practices on organizational commitment among employees in private Iraqi firms. Specifically, it will examine the degree to which these organizations have embraced green marketing, the challenges encountered in its implementation, and the internal benefits that may arise in terms of employee engagement and commitment. The structure of the paper is as follows: Section Two reviews the literature on green marketing and its links to organizational commitment, with a focus on private Iraqi

organizations. Section Three describes the research methodology. Section Four presents the analysis and findings. Section Five discusses these results in the context of the Iraqi business environment. Section Six outlines the theoretical and practical implications for marketing strategy and organizational behavior. Finally, Section Seven concludes the study and provides recommendations for future research on integrating green marketing with employee commitment initiatives.

LITERATURE REVIEW

Green marketing

The term GM was first coined in 1970 (Yazdanifard and Mercy, 2014), since then literature on GM concepts, strategies, functions, and GM mix elements has been established (Gelderman et al., 2021; Han et al., 2019; Katsikeas et al., 2016). concluding that GM is not merely a passing trend, but is a core issue in the process of designing, developing, and marketing new products. Due to the development of the interaction between the economy and the socio-environment issues over time, the GM concept has been changed gradually throughout three ages of evolution (Dangelico & Vocalelli, 2017). Green marketing is a strategic effort carried out by companies to provide environmentally friendly goods and services to their target consumers (Polonsky, 2011). Green marketing is a marketing mix strategy that responds to growing consumer awareness of environmentally friendly products and services. It involves modifying products, packaging, and processes to minimize environmental impact while meeting consumer needs. Additionally, it aims to encourage consumers to adopt more environmentally responsible behaviors (Yusiana et al., 2020).

Green Marketing Techniques

It is included the following techniques:

Eco-Friendly Product Design

Creating products from sustainable materials, energy-efficient technologies, or biodegradable elements to minimize ecological impact. Since the launch of environmentally friendly products allows firms to satisfy environmental requirements, establish competitive advantages, and create future opportunities for growth (Nidumolu et al. 2009), we envision future growth in sustainable product development activities (Varadarajan 2015).

Green Packaging

Using recyclable, reusable, or compostable packaging materials to minimize waste and resource use. green packaging is an important source of waste and pollution and, thus, the promotion of sustainable development (Wong et al., 2012). Green packaging—sometimes called “eco-green packaging,” “eco-friendly packaging,” “sustainable packaging,” or “recyclable packaging”—uses ecological materials to package goods with the understanding that products need to be efficacious and safe to human health and the environment (Pauer et al., 2019).

Sustainable Sourcing

Procuring raw materials from environmentally responsible sources, such as certified organic farms or fair-trade suppliers. A small but growing body of research has addressed different dimensions of sustainable sourcing (Pagell and Wu, 2010, Tate et al, 2010), such as select antecedents (Reuter et al, 2010) or illuminative examples of a successful implementation of sustainable sourcing (Pagell et al, 2010). Because sustainable sourcing takes economic, environmental and social criteria into account in sourcing decisions simultaneously.

Environmental Messaging in Advertising

Showcasing product environmental benefits or company sustainability initiatives as a central part of their campaigns-- this is a strategy that brands that highlight environmental tree-hugging benefits or commitment to sustainability use to create awareness, motivate behavior change, and maybe improve brand image and/or enhance market share.

Green Pricing Strategies

Offering cost-competitive eco-friendly alternatives or pricing that reflects the environmental value of the product. pricing strategies to help the firm cope with information scarcity. While information asymmetry has been frequently discussed in operations management research, discussions of firms' decisions and strategies taking into account the asymmetric information about consumers' greenness are still inadequate. This paper adds to this literature by showing the effects information asymmetry has on firms' pricing decisions and strategies, consumer surplus and social welfare (Zhang& Zheng, 2022).

Lifecycle Marketing

Educating consumers about the full environmental impact of a product—from production to disposal—and encouraging responsible use. Lifecycle marketing is a marketing tactic that centers around engaging and nurturing customers as they progress through their journey with a brand, from first awareness to loyalty and advocacy. Lifecycle marketing is the practice of recognizing and accommodating customers at every stage of their relationship with a brand (salesforce).

Green promotion

Green promotion involves using various marketing tools to promote green products in front of consumers (Hossain & Rahman, 2018). Qader and Zainuddin (2011) argued that it is extremely challenging, if not impossible, to approach green marketing, that is, deciding what environmental information should be

communicated and how. Marketers should attempt to understand and recognise what the target markets' needs and wants are, and develop market offerings that the customers require (D'Souza et al., 2007).

Green marketing and Organizational commitment,

Green marketing involves organizations intentionally highlighting the environmental advantages real or sometimes just perceived—of their products or services. It's about companies positioning themselves as environmentally conscious, which can resonate strongly with both consumers and employees. Organizational commitment, on the other hand, refers to how psychologically invested employees are in their company and its objectives. When an organization genuinely prioritizes sustainability, employees tend to respond positively: they feel their work aligns with meaningful values, which often translates into higher motivation, stronger loyalty, and improved job performance. On the flip side, when a company actively markets its dedication to environmental responsibility, it attracts individuals who value these ideals. This reputation for being socially and environmentally responsible not only helps with recruitment but also encourages current employees to stick around, creating a cycle where commitment to sustainability and organizational loyalty reinforce each other (Elshaer et al., 2024).

Research hypotheses

The study involves the two main hypothesis; third main hypothesis is included four sub-hypotheses as below:

First main hypothesis:

Green marketing techniques are used in private Iraqi organizations

Second main hypothesis

Organizational commitment, are available in private Iraqi organizations

Third main hypothesis:

The using green marketing techniques positively effect in organizational commitment, in private Iraqi organizations.

Sub-main hypothesis

1. The using eco-friendly product design technique positively effect in organizational commitment, private Iraqi organizations.
2. The using green pricing technique positively effect in organizational commitment in private Iraqi organizations.
3. The using green promotion technique positively effect in organizational commitment in private Iraqi organizations.
4. The using sustainable distribution technique positively effect in organizational commitment in private Iraqi organizations.

METHODOLOGY

This study undertakes deductive quantitative research and utilizes survey method. With the literature review, we have the main role in the research process that led to the formulation of the research hypotheses. Following this step, numeric data using

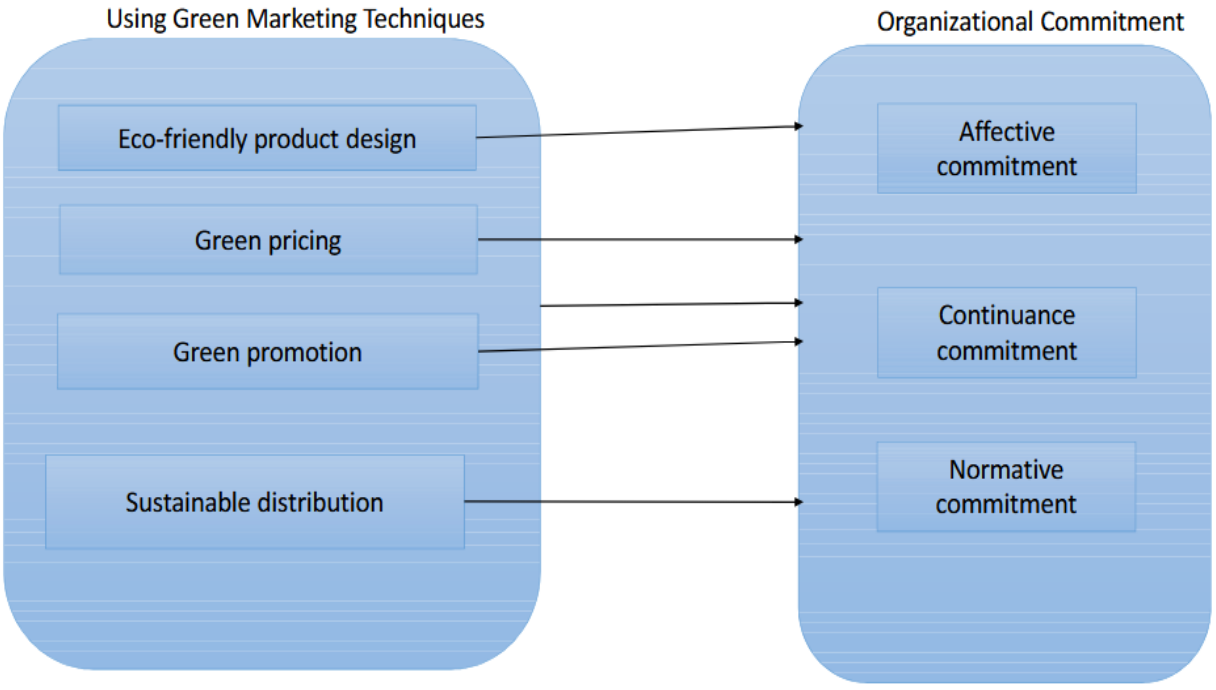

Figure 1. The proposed conceptual model.

Population Description

The population under study includes all employees currently working for IGCO, encompassing various roles from administrative and technical staff to field operatives and project coordinators. The total employee counts spans multiple regions, reflecting the organization's widespread operations.

Sample Selection and Methodology

Given the broad size and geographic diversity of IGCO employees, a sample-based approach was utilized. A sample size of 150 employees was selected using stratified random sampling measures in order to retain representation from departments, employment types, gender, and regional offices. The diversity was important in stratified sampling to represent roles and location. Most of the respondents in the sample (n=150) were female (54%, n=81). The age group with the highest percentage (36%, n=54) was 35 to 45 years old. Of the qualifications, the highest proportion of participants held a diploma (39.3%, n=59). When it came to job titles, most respondents were employees (60%, n=90). Lastly, when it came to their overall work experience, most respondents (52%, n=78) had more than 8 years of work experience. Accordingly, the key demographic profile of respondents clearly illustrated experienced female employees with a diploma level qualification who were aged between 35 to 45 years (see Table 1).

Table 1. Charachterstics of sample (n=150)

Factor	Level	n	%
Sex	Male	46	69
	Female	54	81
Age in years			
	less than 25	17	11.3
	25-35	44	29.3
	35-45	54	36
	more 45	35	23.3
Qualification			
	Diploma	59	39.3
	Bachelors	48	32
	Master	30	20
	Ph.D.	13	8.7
Job title			
	employ	90	60
	Deputy Head of Department	29	19.3
	Head of Department	19	12.7
	Deputy Director	8	5.3
	Director	4	2.7
Experience years			
	Less than 3	26	17.3
	3-6	21	14
	6-8	25	16.7
	More than 8	78	52

Data Collection and Analysis

Data were gathered through structured questionnaires, interviews, and organizational records, focusing on aspects such as gender, age, qualification, experience years, and job title.

Reliability analysis

The reliability assessment of the questionnaire items utilized Cronbach's Alpha to assess the internal consistency of each variable. The sub-variables related to Green Marketing Techniques were eco-designed

products (α = 0.730), green pricing (α = 0.724), green promotion (α = 0.706), and sustainable distribution (α = 0.711) and all demonstrated acceptable reliability with each alpha value being over 0.70. Overall, these sub-variables demonstrate high reliability when considered as a whole and provide a measure for the main variable that is Green Marketing Techniques (α = 0.865) and demonstrate high levels of internal consistency. The sub-variables of affective commitment (α = 0.724), Continuance Commitment (α = 0.727), and Normative Commitment (α = 0.706), also demonstrated acceptable reliability. Together, sub-variables represent a high level of reliability overall for the organizational commitment construct (α = 0.854). Overall, the reliability of all 35 items used in the study was excellent with a Cronbach's Alpha of 0.915 and indicates that the measurement instrument has high reliability and can be deemed reliable for further analysis (see Table 2).

Table 2. Reliability analysis of questionnaire variables

Main variable	Sub-main variable	Number of item	Alpha Cronbach's
	eco-friendly product design	5	0.730
	green pricing	5	0.724
	green promotion	5	0.706
	sustainable distribution	5	0.711
Green marketing techniques		20	0.865
	Affective Commitment	5	0.724
	Continuance Commitment	5	0.727
	Normative Commitment	5	0.706
Organizational commitment		15	0.854
Total		35	0.915

RESULTS AND DISCUSSION

The outcomes of the descriptive statistics displayed in Table 3 pertained to degrees of implementation on sub-main and main variables. For the sub-main variables of Green Marketing Techniques, the highest mean was for green pricing (3.772), followed closely by eco-friendly product design (3.771), both indicating the respondents placed strong emphasis on these aspects. Green promotion (3.661) and sustainable distribution (3.616) had lower mean ratings for their implementation potential signifying participants placed less emphasis on these dimensions. The overall mean score for the main variable Green Marketing Techniques was moderately-high (3.705) and was evident that this mean somewhat supported the first main hypothesis. In regards to the sub-main variables attached to Organizational Commitment, Continuance Commitment (3.717) had the highest mean, followed closely by Normative Commitment (3.713) and then Affective Commitment (3.621), implying that the emphasis on continuance and normative dimensions of commitment was much stronger than the affective dimension of commitment. The overall main inclination towards commitment was reflected in the main variable overall organizational commitment mean which was also moderately high (3.684) and somewhat supported the second main hypothesis.

Table 3. Descriptive statistics of research variable

Main variable	Sub-main variable	Mean	SD	Rank
	eco-friendly product design	3.771	0.608	2
	green pricing	3.772	0.634	1
	green promotion	3.661	0.634	3
	sustainable distribution	3.616	0.663	4
Green marketing techniques		**3.705**	**0.49**	**1**
	Affective Commitment	3.621	0.687	3
	Continuance Commitment	3.717	0.701	1
	Normative Commitment	3.713	0.66	2
Sustainability		3.684	0.569	**2**

The regression analysis findings presented in Table 4 indicate that Green Marketing Techniques play a significant role in the model under investigation. The results reveal a statistically significant and notably strong positive relationship between Green Marketing Techniques and the breadth of green marketing products, demonstrated by a standardized beta coefficient (β) of 0.706 and an extremely significant p-value (0.000). The R-square value of 0.498 suggests that nearly half of the variance in the dependent variable can be attributed to Green Marketing Techniques. The model's F-statistic (146.945, p = 0.000) confirms its statistical significance, while the Durbin-Watson value (2.231) indicates that autocorrelation is not a concern. Therefore, the first main hypothesis is supported. Examining the individual dimensions of Green Marketing Techniques, eco-friendly product design exhibits a pronounced positive influence on the dependent variable, with a Beta value of 0.530 and a highly significant p-value (0.000). The R-square value of 0.280 indicates that eco-friendly product design independently explains a considerable portion of the variance. The model's F-statistic (57.681) and the Durbin-Watson value (2.146) further confirm the statistical validity of these findings. Similarly, the green pricing model shows a substantial positive effect on the dependent variable (Beta = 0.505, p-value = 0.000). The R-square value of 0.255 suggests that green pricing accounts for a meaningful share of the variance. The F-statistic (50.658) and Durbin-Watson statistic (2.205) provide further evidence supporting the model's robustness. Thus, the second sub-hypothesis is accepted. Regarding green promotion, the regression analysis yields a Beta value of 0.547 and a highly significant p-value (0.000). The R-square value of 0.300 indicates a significant explanatory power, while the F-statistic (63.333) and Durbin-Watson value (2.263) reinforce the model's credibility. Accordingly, the third sub-hypothesis is accepted. Finally, sustainable distribution demonstrates the strongest individual effect among the examined constructs, with a Beta value of 0.596 and a p-value of 0.000. The R-square value of 0.355 indicates a substantial contribution to the explained variance. The high F-statistic (81.551) and an appropriate Durbin-Watson value (2.106) confirm the reliability and fit of the model. Consequently, the fourth sub-hypothesis is supported.

Table 4. Regression results of green marketing techniques and its domain in Green marketing techniques

variable	B	β	Se	T	P.value
Green marketing techniques	0.820	0.706	0.068	12.122	**0.000**
R	0.706				
R square	0.498				
Adjusted R square	0.495				
F-statistics	146.945				**0.000**
Durbin-Watson	2.231				
eco-friendly product design	0.496	0.530	0.065	7.595	**0.000**
R	0.530				
R square	0.28				
Adjusted R square	0.276				
F-statistics	57.681				**0.000**
Durbin-Watson	2.146				
green pricing	0.454	0.505	0.064	7.117	**0.000**
R	0.505				
R square	0.255				
Adjusted R square	0.25				
F-statistics	50.658				**0.000**
Durbin-Watson	2.205				
green promotion	0.492	0.547	0.062	7.958	**0.000**
R	0.547				
R square	0.300				
Adjusted R square	0.295				
F-statistics	63.333				**0.000**
Durbin-Watson	2.263				
sustainable distribution	0.512	0.596	0.057	9.031	**0.000**
R	0.596				
R square	0.355				
Adjusted R square	0.351				
F-statistics	81.551				**0.000**
Durbin-Watson	**2.106**				

CONCLUSION

The findings reveal private sector organizations in Iraq to employ green marketing techniques and organizational commitment practices at moderate to strong levels. While we found a clear emphasis around green pricing and eco-friendly product design, we did find some action based on green promotion and

sustainable distribution as well. In terms of organizational commitment, the emphasis is more focused on Continuance Commitment and Normative Commitment, compared to Affective Commitment. The regression analyses indicated that green marketing strategies had a positive and significant impact (accounting for around 50% of the variance in outcomes). When focusing on the sub-variables, also, again found sustainable distribution to have the strongest impact, followed by green promotion, eco-friendly product design, and green pricing. Overall, it found support for the hypotheses main and sub-hypotheses. This indicates that green marketing practices are enacted to the extent that they influence various dimensions of organizational commitment in the private sector in Iraq.

REFERENCES

1. Groening, C., Sarkis, J., & Zhu, Q. (2018). Green marketing consumer-level theory review:
2. A compendium of applied theories and further research directions. Journal of Cleaner
3. Production, 172, 1848–1866.
4. Hamann, R., Smith, J., Tashman, P., & Marshall, R. S. (2017). Why do smes go green? An
5. analysis of wine firms in South Africa. Business & Society, 56(1), 23–56.
6. Szabo, S., & Webster, J. (2021). Perceived greenwashing: The effects of green marketing on
7. environmental and product perceptions. Journal of Business Ethics, 171(4), 719–739.
8. Yusiana, R., Widodo, A., & Hidayat, A. M. (2020, May). Green marketing: Perspective of 4P's. In First ASEAN Business, Environment, and Technology Symposium (ABEATS 2019) (pp. 105-109). Atlantis Press.
9. Polonsky, M. J. "An Introduction To Green Marketing". Electric Green Journal, 1-10, 2011.
10. Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. Harvard Business Review, 87, 56–64.
11. Varadarajan, R. (2014). Toward sustainability: public policy, global social innovations for base-of-the-pyramid markets, and demarketing for a better world. Journal of International Marketing, 22, 1–20.
12. Wong, C.W.; Lai, K.H.; Shang, K.C.; Lu, C.S.; Leung, T.K.P. Green operations and the moderating role of environmental management capability of suppliers on manufacturing firm performance. Int. J. Prod. Econ. 2012, 140, 283–294.
13. Pauer, E.; Wohner, B.; Heinrich, V.; Tacker, M. Assessing the environmental sustainability of food packaging: An extended life cycle assessment including packaging-related food losses and waste and circularity assessment. Sustainability 2019, 11, 925.
14. Zhang, Q., & Zheng, Y. (2022). Pricing strategies for bundled products considering consumers' green preference. Journal of Cleaner Production, 344, 130962.
15. Pagell, M., Wu, Z., & Wasserman, M. E. (2010). Thinking differently about purchasing portfolios: an assessment of sustainable sourcing. Journal of supply chain management, 46(1), 57-73.
16. Tate, W. L., Ellram, L. M., & Kirchoff, J. F. (2010). Corporate social responsibility reports: a thematic analysis related to supply chain management. Journal of supply chain management, 46(1), 19-44.
17. Reuter, C., Foerstl, K. A. I., Hartmann, E. V. I., & Blome, C. (2010). Sustainable global supplier management: the role of dynamic capabilities in achieving competitive advantage. Journal of supply chain management, 46(2), 45-63.
18. Hossain, M. I., & Rahman, M. S. (2018). Measuring Influence of Green Promotion on Green Purchase Behavior of Consumers: A Study on Bangladesh. Barishal University Journal (Part-3), 191.
19. Qader, I. K. A., & Zainuddin, Y. B. (2011). The impact of media exposure on intention to purchase green electronic products amongst lecturers. International Journal of Business and Management, 6(3), 240.
20. D'Souza, C., Taghian, M., Sullivan-Mort, G., & Gilmore, A. (2015). An evaluation of the role of green marketing and a firm's internal practices for environmental sustainability. Journal of strategic marketing, 23(7), 600-615.
21. Elshaer, I. A., Azazz, A. M. S., Alshebami, A. S., Abdulaziz, T. A., Mansour, M. A., & Fayyad, S. (2024). Internal green marketing orientation and business performance: The role of employee environmental